



THREE-STAR PROGRAM

EXCELLENCE IN COMMUNITY DEVELOPMENT

2007

# TENNESSEE'S THREE-STAR PROGRAM

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Matthew Kisber  
*Commissioner*

Phil Bredesen  
*Governor*

Dear Economic Development Partner:

On behalf of the State of Tennessee, we would like to introduce to you our redeveloped and re-energized Three-Star Program. Contained in the following pages is information describing what the Three-Star Program is and how it is evolving to meet modern economic development challenges.

The Three-Star Program is designed as a road map to assist local communities in their effort to achieve excellence in community and economic development. Participating communities are guided through a comprehensive plan of essential criteria developed by local economic development professionals and a cooperative collaboration of various state agencies. These combined efforts have made the Three-Star Program an important component of our state's economic strategy.

We appreciate your dedication to the growth and success of Tennessee's economy, and we are proud and honored to have your support for this important economic development program.

Warmest regards,

Sincerely,

Phil Bredesen

Matthew Kisber





Dear Three-Star Community:

The Community Development Division of the Department of Economic and Community Development is excited to be your partner in the implementation of the Three-Star Program.

The re-vamped program is a result of a series of meetings throughout the state, research to identify 'best practices' in community development from other states and establishing partnerships with our internal and external partners in order to lay the foundation for a comprehensive economic and community development program. We worked with departments of the Governor's Jobs Cabinet to formulate a program with guidelines and incentives for achievement. The Tennessee Three-Star Program has been redesigned to assist communities in recognizing and maximizing their assets in order to help them accomplish their individual goals and objectives for job growth and economic security while providing incentives for all communities that complete the program of work.

The mission of the Tennessee Three-Star Program is to help communities take full advantage of economic development opportunities, to preserve existing employment, to increase Tennessee per capita income, to improve quality of life, and to create a strong leadership base thus, establishing the strongest economic foundation possible in all 95 Tennessee counties through sustainable economic and community development.

Our entire team, led by Commissioner Kisber, is ready to launch the new Three-Star Program. Our Regional Economic Development Specialists will be making regular visits to your community to assist in any way possible. The Three-Star slogan is "Excellence in Community Development," and I know that by working together we can achieve excellence in our communities.

We look forward to traveling with you on this exciting journey.

Sincerely,

A handwritten signature in black ink, appearing to read "Rick Meredith".

Rick Meredith  
Assistant Commissioner

# THREE-STAR PROGRAM

## INTRODUCTION

The Three-Star Program is designed as a road map to assist local communities in their effort to achieve excellence in community and economic development. Participating communities will be guided through a comprehensive plan of essential criteria developed by local economic development professionals and with the cooperation of various state agencies.

A community may become a certified Three-Star community by accumulating points for Level I, II, or III certification. Each community will complete a “Report Card” throughout the process checking off program elements as they accomplish them. After accumulating sufficient points for certification, the community can then notify the Regional Economic Development Specialist (REDS). The REDS will schedule a review in the community. Some program elements will be reviewed visually, while others will require documentation. For example, if the required element is the formation of a committee that must meet a minimum number of times annually, the review will require documentation of minutes of the meeting with date and persons attending. All documentation must be readily available at the review meeting. The annual certification/recertification deadline will be determined on a year to year basis. There will only be one certification/recertification in each community per program year.

***NOTE:** Some components have points in more than one area to encourage further development on that component— Optional Components (10 pts), Reaching Higher Components (50 pts.) and Visionary Components (100 pts.). On these components (Housing, P16 Council, Downtown Development, etc), points will be awarded in only one area. The highest point level for any component is 100 points.*

The redesigned Three-Star program was formulated in 2004 and announced statewide in 2005. Since that time, Tennessee communities participating in the program have gone through an intense strategic planning process, established priorities, developed an action plan and learned how to identify performance measures in order to track success. This process is a move toward establishing a fluid strategic plan for each Tennessee community, therefore increasing their success for sustainable economic development. The Three-Star Program has been recognized as a National Best Practice Model In Community Development. Each year the criteria and components are evaluated and adjusted to meet current economic conditions.

The Community Development Division of the Department of Economic & Community Development looks forward to being a partner in making your community a successful Three-Star Community!





THESE QUALIFICATIONS  
ARE THE FOUNDATION  
FOR SUCCESS OF THE  
THREE-STAR PROGRAM

QUALIFICATIONS

## **Three-Star Program Qualifications**

A prerequisite in attaining any level of certification in the Three-Star Program is the attainment of a set of basic criteria that serve as the foundation of the entire program. The most important of these components being the creation, updating and tracking of a Five-Year Asset-Based Strategic Economic Development Plan:

1. Five-Year Asset-Based Strategic Economic Development Plan - The plan must be developed with community input and updated annually. Must include goals, plan to accomplish goals and projected timeline in achieving goals. This strategic economic development plan must address Existing Industry; Manufacturing Recruitment; Workforce Development; Retail/Service; Tourism; Agriculture; Infrastructure and Education. Upon completion of the strategic plan, it must be presented to and its format approved by the Department of Economic and Community Development-Community Development Division. Once approved, the Local Legislative Body must adopt the strategic plan through resolution. This process will take place annually in order to allow review for accomplishments and to insure input for future goals and initiatives.
2. Joint Economic and Community Development Board as per Public Chapter 1101.
3. Resolution by Local Legislative Body adopting Strategic Economic Development Plan.
4. Resolution by Local Legislative Body to participate in the Three-Star Program (designate contact). This resolution is not required annually but must be submitted if changes are made regarding the program contact person or organization.
5. Resolution by Local Legislative Body confirming compliance with and an implementation plan for Federal Title VI Regulations. This resolution is required annually.
6. Active Economic Development Organization(s) – Must be a local or regional effort with a sustained funding source. If more than one economic development organization serves a community, a work plan clearly identifying areas of responsibility for each organization must be developed and adopted by the respective governing boards of each organization. These include the JECDB, industrial development organizations, tourism development organizations, etc. This information is not required annually unless new economic development organizations have been established in your community.

### **Non-qualification:**

Water/Sewer Moratorium  
or Non-compliance of Public Chapter 1101







COMPLETION OF  
ALL REQUIRED COMPONENTS  
REPRESENTS 250 POINTS TOTAL

REQUIRED COMPONENTS

## COMMUNITY DEVELOPMENT

### Leadership Program:

A community's development stems from its citizens. They must have knowledge of the community's history as well as its current government and opportunities to practice that knowledge in leadership positions.

1. Adult Leadership Program - Each program must complete a minimum of 40 hours in local leadership training and completion of one community project. The program must include (but is not limited to) the following topics:
  - a. Local Government
  - b. State Government
  - c. Manufacturing
  - d. Tourism
  - e. Agriculture
  - f. Education
  - g. Leadership Skill Training

**NOTE:** For more information about adult leadership organizations, see the Tennessee Association of Community Leadership at [www.leadershiptennessee.com](http://www.leadershiptennessee.com).

### Health Care:

The health of a community's citizens affects both the local quality of life and the economy. With 15% of the state's adults uninsured and diabetes, heart disease and lung cancer becoming increasingly common causes of death in Tennessee, the need for preventative services, primary care and access to quality care for all people has become crucial.

1. Public Health Services - The following core health services should be available:
  - a. Immunizations
  - b. Approved water supply system
  - c. Environmental health protection services
  - d. Communicable disease control and prevention
  - e. Women, Infants and Children Nutrition Program (WIC)

There should also be access to:

- a. In-home services
  - b. Alcohol and drug abuse services
2. Health Care Committee - Form a health care committee to monitor the effectiveness and economic status of local health care. The committee should work to ensure the presence of a coordinated effort with the local health care facility(s) and/or agencies in the area that are addressing health care needs and services. Regional Health Councils may serve as the committee and members of the committee must minimally represent the following:

- a. Physicians
- b. Hospital/clinic administrators
- c. Nurse practitioners
- d. Emergency medical services
- e. Public health officials
- f. Public school officials

This list is not exhaustive. A community should consider inviting interested parties not included here to participate.

*NOTE: A progress report of the committee shall be presented to the local legislative body a minimum of two (2) times per year to be included in the minutes of the local legislative body. Report format provided by the Regional Economic Development Specialist.*

3. Action Plan - The committee shall evaluate the community's needs and coordinate with the appropriate agencies to address and correct the areas of concern. This plan shall include assignments of responsibility and timelines for completion.

Website:

Potential new industries, relocating families and tourists often make their first contact with a community through the internet. A welcoming, professional and informative website serves to make this first impression invaluable to the community.

1. Basic website - Should be updated monthly and include all of the following:
  - a. Easily available list of contact information (email, telephone numbers, mailing address, etc.) for local government and any other important contacts including development districts, JECDB, utility companies and basic tourist information
  - b. Current events posted and updated
  - c. Capability to provide feedback e-mails to mayor, chamber or the organization coordinating the website
  - d. Tracking number of visits to the site
  - e. Link to Tennessee Department of Economic & Community Development website

## ECONOMIC DEVELOPMENT

### Existing Industry Program:

Many of the new jobs in Tennessee develop from the expansion of established industries rather than new industry recruitment. Expressing appreciation for these industries and acknowledging their contributions reinforce their commitment to the community.

1. Visitation Program - The local economic development organization should contact each local industry a minimum of twice per year. These contacts should acknowledge the appreciation of the community for the industry and make contact with key management personnel. On site visits are preferred.
2. Recognition Event - An annual industry appreciation event. This is an opportunity to recognize and/or network with local industry leaders.
3. Managers' Organization - An organization of local plant managers or their representatives who meet quarterly to discuss issues and exchange information.
4. Corporate Headquarters Contact Program - A systematic procedure of contacting local industry corporate headquarters (phone, mail, e-mail, etc.).

***NOTE:** If no local industry exists, the community must complete the first three components of the Retail/Service section under the Optional Components section.*

### Education:

A first-class education system provides a distinct advantage in attracting new companies and in encouraging current business to grow. Strong primary and secondary education, vocational/technical schools and higher education institutions play a large role in a community's development, but they must have well-equipped and maintained facilities and innovative programs at every level to meet the challenges of the future.

1. Education Committee - Form an education committee with the most diverse cross-section of the community available to make an assessment of the current local education status and future needs. The following groups should be represented:
  - a. Parents
  - b. Educators: administrators, teachers, counselors at all levels
  - c. Students
  - d. School board members
  - e. Employers, representing all sectors
  - f. Local government

This list is not exhaustive; a community should consider inviting interested parties not included here to participate.

**NOTE:** *A progress report of the committee shall be presented to the local legislative body a minimum of two (2) times per year to be included in the minutes of the local legislative body. Report format provided by the Regional Economic Development Specialist.*

2. Educational Institution Inventory - Prepare an inventory of current programs that includes the following:
  - a. A list of education providers, both public and private, K-12 and post-secondary
  - b. A list of vocational/technical schools and/or higher education institutions. If there are none in the community, determine and list the nearest ones
  - c. A list of standards and graduation requirements, certificates and degrees offered
  - d. A list of cooperative training programs available to students



EACH NUMBERED COMPONENT  
REPRESENTS 10 POINTS

TOTAL AVAILABLE  
POINTS= 1220

OPTIONAL COMPONENTS



# COMMUNITY DEVELOPMENT

## COMMUNITY INVOLVEMENT

### **Leadership Program:**

Developing youth with knowledge of the community and its operations encourages the best and brightest students to remain in the area and continue giving back throughout adulthood. Alumni leadership development also expands participants' involvement to the community.

1. Youth Leadership Program - Each program must complete a minimum of 40 hours in a local leadership training and completion of one community project. The program must include (but are not limited to) the following topics:
  - a. Local Government
  - b. State Government
  - c. Manufacturing
  - d. Tourism
  - e. Agriculture
  - f. Education
  - g. Life Skills Training (financial preparedness, job readiness, etc.)

2. Alumni Leadership Association/Program - Each participant must complete a minimum of 4 hours of leadership training/community service or project. Participation in a regional leadership program is acceptable if the participant has completed the local leadership program.

*NOTE: Minimum of 10 alumni required to qualify as association/program.*

3. Tennessee Association of Community Leadership Annual Membership - By networking with other Leadership organizations across the state, a leadership program can maintain best practices methods and stay current on leadership training and program trends.

### **Community Leadership Education:**

1. Three-Star Program points will be awarded to those communities whose key leadership takes one or more seminars/workshops provided by the Tennessee Leadership Center in cooperation with ECD. These offerings are likely to include: basic economic development, principles and practices, developing community leadership skills, board training for development organizations, diversifying the rural economy, and understanding the site selection process.
2. Three-Star points will be awarded to those municipalities whose elected officials or chief appointed officials take one or more seminars/workshops provided by the University of Tennessee' Municipal Technical Advisory Service in cooperation with ECD. These offerings are provided at seven locations each month and will include education on issues that are critical to the quality development of a community and the economic growth of a community. Offerings that are eligible for Three-Star credit will be so designated in MTAS's brochures and registration information. For more information visit [www.mtas.tennessee.edu](http://www.mtas.tennessee.edu)

## **Community Volunteerism:**

The 15.5 billion volunteer hours completed in 2001 saved the country over \$292 billion dollars. Other than the immense economic benefit, volunteers develop relationships with others and with organizations and establish a pattern of volunteering that typically persists throughout adulthood.

1. Teen Community Volunteerism - 500 Hours - High school students must be involved in a minimum of 500 hours of community service as specified by the local Three-Star Program organization contact and approved by the Regional Economic Development Specialist.
2. Teen Community Volunteerism - 1000 Hours - High school students must be involved in a minimum of 1,000 hours of community service as specified by the local Three-Star Program organization contact and approved Regional Economic Development Specialist.

*NOTE: To count component (1) and (2) there must be 1500 total volunteer hours.*

3. United Way - Active United Way Campaign or other broad based charitable organization (approved by ECD).

*NOTE: Community service must be completed between September 1 and August 31 each year.*

## **COMMUNITY LIVABILITY**

### **Planning:**

A comprehensive planning program including growth management strategies and thoughtful planning procedures will allow a city and/or county to prepare for growth in ways that accommodate long-term goals for the area, management of resources and compliance with local, state and national regulations.

### **City**

1. Municipal Planning Commission - A municipal planning commission must be formally organized under the provisions of TCA 13-4-101 with no less than five (5) and no more than ten (10) members. One member must be the mayor or the mayor's designee and one member must be elected from the legislative body of the municipality. The remaining members must be appointed by the mayor and serve at the mayor's pleasure. The planning commission must meet a minimum of six (6) times per year to develop studies and plans for the physical development of the community and the services required to provide for a safe, healthy and prosperous environment that can be sustained and improved over time. The planning commission should insure that meetings are well advertised and open to the citizens of the community so that a broad range of interests and opinions are discussed by the planning commission. The planning commission should make recommendations to the legislative body on private development activities and public capital improvements proposed for the community. The planning commission should maintain a public record of its activities and meetings and should provide an annual assessment of the planning program to the legislative body that is available to the public.

2. Subdivision Regulations - Subdivision Regulations adopted under the provisions of TCA 13-4-301 through 309, with a current major thoroughfare plan that classifies exiting and planned public ways, filed with the county register as required by TCA 13-4-302. Subdivision Regulations should specify platting procedures and standards for the creation of new parcels within the planning jurisdiction, street right-of-way and construction standards, utility extension and construction standards and other features that are intended for public use.
3. Zoning - Comprehensive municipal zoning adopted under the provisions of TCA 13-7-201 through 211. Zoning regulations should address allowed uses and performance standards for site design.
4. NFIP - Participation in the National Flood Insurance Program.
5. Building Codes - Adopted and enforced Southern Standard or International Building Codes including standards for energy efficiency code, building, electrical and plumbing construction. A certified building official must be on staff.
6. Historic Zoning - Creation and enforcement of Historic Zoning under the provisions of TCA 13-7-401 through 410.
7. Other - Development and adoption on one or more comprehensive planning elements including but not limited to a population and employment study, land use and transportation plan, or community facilities plan and public improvements program.

#### County (Regional)

1. Planning Commission - A county wide planning commission must be formally organized under the regional planning provisions of TCA 13-4-101 with no less than five (5) and no more than fifteen (15) members and must meet a minimum of six (6) times per year. A majority of the members must be citizens that do not serve in a county elected or appointed position. The planning commission should meet regularly to develop studies and plans for the physical development of the county and the services required to provide for a safe, healthy and prosperous environment that can be sustained and improved over time. The planning commission should insure that meetings are well advertised and open to the citizens of the community so that a broad range of interests and opinions are discussed by the planning commission. The planning commission should make recommendations to the legislative body on private development activities and public capital improvements proposed for the community. The planning commission should maintain a public record of its activities and meetings and should provide an annual assessment of the planning program to the legislative body that is available to the public.
2. Subdivision Regulations - Subdivision Regulations adopted under the provisions of TCA 13-3-301 through 309, with a current major thoroughfare plan that classifies exiting and planned public ways, filed with the county register as required by TCA 13-4-302. Subdivision Regulations should specify platting procedures and standards for the creation of new parcels within the planning jurisdiction, street right-of-way and construction standards, utility extension and construction standards and other features that are intended for public use.
3. NFIP - Participation in the National Flood Insurance Program.

4. Building Codes - Adopted and enforced Southern Standard or International Building Codes including standards for energy efficiency code, building, electrical and plumbing construction. A certified building official must be on staff.
5. Historic Zoning - Creation and enforcement of Historic Zoning under the provisions of TCA 13-7-401 through 410.
6. Other - Development and adoption of one or more comprehensive planning elements including but not limited to a population and employment study, land use and transportation plan, or community facilities plan and public improvements program.

### **Downtown Economic Development:**

With the development of suburbs and shopping malls after World War II, downtown business districts faltered. However, with a comprehensive plan, a commitment to development and interested citizens, downtown districts can regain their prominence in the life and personality of the community. By completing these five options, a community will be on their way to becoming a certified Main Street Program. However, communities may also choose only those components that will benefit them the most and establish a downtown development organization. These five components are the beginning steps to becoming qualified as a Tennessee Main Street community. To become a TN Main Street community you must meet the Ten Standards for Accreditation. These standards are available from your Regional Economic Development Specialist.

1. Downtown Public/Private Partnership - This partnership must have broad-based community support for the commercial district revitalization process with strong support from both public and private sectors.

At its best, a local Main Street/downtown development program represents and involves a coalition of organizations, agencies, businesses and individuals from throughout the community – NOT just those that own property or businesses in the district or who have a direct economic tie to it, but all members of the community who are interested in the community's overall economic health. Involvement by both the public and private sectors is critical as well; neither sector can revitalize the commercial district without the skills and vantage points of the other.

Documentation of the program should include:

- a. List of current board/committee members including name, phone numbers, business, title or affiliation
  - b. List of existing partnerships that benefit the downtown district and what those benefits are
  - c. Any documents which demonstrate broad-based support from the community (news articles, events, etc.)
  - d. Any documents which demonstrate support from the municipal government
2. Vision and Mission Statement/Work Plan - Develop vision and mission statements relevant to community conditions and/or include downtown development as part of the community economic development strategic plan.

A mission statement communicates the organization's sense of purpose and overall direction. A vision statement communicates the organization's long-term hopes and intentions for the commercial district. Both should be developed with broad hopes and intentions for the commercial district. The board, program volunteers and community input, should develop both. Attach a copy of mission statement, when it was last reviewed (if applicable) and a copy of the vision statement.

3. Active Board of Directors - revitalization is an ongoing process of changing a community's attitude about its traditional commercial district(s). The direct involvement of an active board of directors and committees is key to this process. The board of directors must be in the process of establishing by-laws, incorporation papers and preparing to file for 501(c)3 tax-exempt status.

***NOTE:** Attach description of board member's roles and responsibilities; attach minutes from regularly scheduled meetings; attach agendas from board meetings.*

4. Tracking statistics – reinvestment, job and business creation statistics provide a tangible measurement of the local program's progress and is crucial to garnering financial and programmatic support for the revitalization effort. Statistics should be collected on a regular and ongoing basis.

***NOTE:** The TN Main Street/Downtown Economic Development Reinvestment report form is available from your RED.*

5. National Trust's National Main Street Center Network Membership - Establish a current membership in the National Trust's National Main Street Center Network membership program.

Participation in the National Trust's National Main Street Network connects local programs to their counterparts throughout the nation, providing them with valuable information resources.

***NOTE:** Provide your organization's membership number and expiration date. For more information go to [www.mainst.org](http://www.mainst.org) and/or [www.nthp.org](http://www.nthp.org).*

## **Housing:**

Long-time inhabitants, as well as potential new residents, desire a varied selection of durable, attractive homes. The availability of decent, safe, and affordable housing factors into companies successfully attracting new workers, expanding and prospering. Communities must identify and eliminate current housing problems and project future needs while considering how housing development will impact the environment and community infrastructure.

1. Housing Committee - Develop a Housing Committee to promote a comprehensive coordinated approach to address housing issues. This approach will promote thoughtful community and economic development while enhancing quality of life. The following groups should be represented on the committee:
  - a. Construction
  - b. Real estate

- c. Mortgage lending
- d. Housing authority or equivalent non-profit group
- e. Residents
- f. Faith-based organizations
- g. Senior citizen organizations
- h. Chamber of Commerce
- i. Industrial Development Corporation
- j. City/county government, including the local code official/planner

This list is not exhaustive. A community should consider inviting interested parties not included here to participate.

***NOTE:** A progress report of the committee shall be presented to the local legislative body a minimum of two (2) times per year to be included in the minutes of the local legislative body. Report format provided by the Regional Economic Development Specialist.*

2. Policies, Procedures and Action Programs - must complete at least three of the following:
  - a. Assessing current building, energy, plumbing and electrical codes; adopting the most recent national and/or state codes to ensure safety, structural soundness, proper sanitation and affordability through lower utility expenditures
  - b. Adopting a code-enforcement program for new and existing housing (city/county or both)
  - c. Implementing planning tools, such as zoning and subdivision regulations (city, county or both)
  - d. Adopting a revitalization program to remove or rehabilitate substandard housing
  - e. Providing for assisted housing through either a Housing Authority or another method
  - f. Developing a community policy regarding publicly subsidized housing. The Housing Committee will study the relationship between prevailing wages and the cost of living to determine specific housing needs.
3. Host a homeownership fair in conjunction with National Homeownership Month (June) or some other local event (such as the Community Celebrations component).
4. Host a fair housing event in conjunction with National Fair Housing Month (April) or some other local event (as above).
5. Rental Housing - A portion of local industry may be paying wages at the lower end of the wage scale. In this case rental housing may make the most economic sense in providing housing for this segment of the work force.
  - a. The housing committee will survey the existing rental housing to determine the rent structure and quality and availability of suitable rental units.
6. Governor's Housing Conference- members of the Housing Committee can attend the annual housing conference.

### **Energy:**

Rising energy costs can reduce funds that schools and local governments need for essential services. Business owners, school administrators and local government officials must have access to the information and financing necessary for improving energy efficiency and managing energy costs. These programs are designed to fit the goal:

1. Local Government Energy Loan Program – This program will be offered to eligible local government facilities under the Three-Star Program. All eligible local government buildings that are located in designated Three-Star Program communities will be offered



the following incentives:

- a. A reduced interest rate of 0% to local governments of Three-Star Program communities for loans in lieu of the normal 3% interest charged for local government loans.
  - b. An energy audit for a local government building will be made available for applicants.
2. Small Business Energy Loan Program - The Small Business Energy Loan program will be offered to eligible small businesses in Three-Star Program Communities. To eligible small business applicants located in designated communities the following incentives will be made available:
- a. A reduced interest rate of 0% will be offered on loans to qualified small businesses in Three-Star Program community as opposed to the normal 3% interest charged for loans in other areas.
  - b. An energy audit will be made available to an applicant.
3. TEEN Energy Education Program - The Energy Division will make available to all Three-Star Program Communities a \$500 grant to conduct several energy education activities in community schools. An energy education activity list will be made available to the communities. Energy program points will be awarded for each activity/project undertaken and completed. A minimum of 10 points are required to be eligible to participate in the Three-Star Energy Star Program for Schools.
4. Energy Star Program - The Three-Star Communities will be given an opportunity to apply for a \$1,500 grant after successfully completing the TEEN Energy Education activities and accumulating 10 points. The Three-Star Energy Star program involves the use of grant funds to purchase Energy Star labeled/approved products for their K-12 city and county owned schools. (Grants will be reimbursements only and request for payments must include all original invoices for the items purchased for either program)
5. Biodiesel Infrastructure Program - The Energy Division of the Tennessee Department of Economic and Community Development has a grant program for Tennessee communities to provide the infrastructure for the use of biodiesel fuel for school buses, maintenance vehicles, heavy equipment or any other vehicle that is currently powered by diesel fuel.

The Energy Division will provide a 75% grant to Tennessee's certified 3-Star communities for the purchase of biodiesel tanks, pumps, and card readers to be installed and used for the fueling of biodiesel vehicles in those communities. A total grant amount to each individual community could not exceed \$12,000. The 25% grantee match for certified 3-Star communities may be cash or in-kind contributions such as land, equipment, labor, etc. These funds are not eligible for the purchase of biodiesel fuel. Applications must be made to the Tennessee Department of Economic and Community Development – Energy Division.

### **Public Library**

Free public library service is an indispensable part of a well-rounded program of community life. It strengthens and extends appreciation of the cultural and spiritual values of life; it diffuses information and ideas necessary to the present welfare and future advancement of a community; it offers to every citizen the means of self-education throughout life. In short, a community without a healthy growing library is not a healthy growing community.

*NOTE: Each library is assigned a Service Level based on the total population it serves: Level I – Under 5,000; Level II – Over 5,000; Level III – Over 10,000; Level IV – Over 25,000; Level V – Over 50,000.*

1. Policies and Procedures – must have all to receive points.
  - a. The community has a legally established library, governed by a Board of Trustees appointed by the funding authority.
  - b. The library has a mission statement and a policy manual including bylaws.
  - c. The library board and staff prepare an annual service plan and evaluation staff and program.
2. Staffing and Budget- must have all to receive points.
  - a. The library has a full-time library director and full-time clerk who attend a minimum of four management training programs a year.
  - b. The library is a line item in the budget of its governing authority.
3. Services to the Community- must have all to receive points.
  - a. The library is open to the public a minimum number of hours per week, including evenings and weekends, according to its level: Level I – 20 hours; Level II – 35 hours; Level III – 45 hours; Level IV – 55 hours; Level V – 60 hours.
  - b. The library catalogs its material holdings onto the state-wide database and participates in the state interlibrary loan program.
  - c. The library has sufficient public access computers with INTERNET access.
  - d. The library has a website (which could be part of the funding body's web site).
  - e. The library has a collection of two items per capita of the population in its service area.

## **COMMUNITY PRIDE**

### **Website:**

After the development of a creative website, a system to maintain the site and make continuous improvements and updates becomes necessary for continued internet traffic.

1. Marketing/Development
  - a. Available development sites regularly updated with pictures and detailed information about site.
  - b. Active marketing component, testimonials, case studies on why someone should locate in your community, etc.
  - c. Comprehensive listing of utilities available and utility rates.
2. Advanced Website Technology
  - a. Creating organized library of data of community that can be downloaded (i.e., maps, census, etc.)
  - b. Use of innovative and creative website technology (i.e., audio, video, virtual tour, etc.)

### **Beautification:**

The visual environment and physical appearance of a community are significant indications of its overall health and stability. Community beautification activities, including proper waste management, promote quality of life while protecting the area's environmental assets.

1. Beautification Committee - Form a Beautification Committee to promote a comprehensive, coordinated approach to improving the community's appearance. The committee will need to address volunteer recruitment, project selection, community group coordination, coordination with city, county or other public resources dedicated to beautification, and the following groups should be represented on the committee:
  - a. City and county government
  - b. Existing beautification organizations
  - c. Local sanitation code/ordinance enforcement
  - d. Community organizations
  - e. Gardening clubs
  - f. Department of Public Works
  - g. Business and Industry
  - h. Tennessee Department of Environment & Conservation
  - i. Keep Tennessee Beautiful
  - j. Tennessee Department of Transportation

This list is not exhaustive. Depending on the resources available in the community, many other organizations and individuals can be asked to participate.

***NOTE:*** *A progress report of the committee shall be presented to the local legislative body a minimum of two (2) times per year to be included in the minutes of the local legislative body. Report format provided by the Regional Economic Development Specialist.*

If your community chooses to join Keep Tennessee Beautiful, additional resources from the Keep Tennessee Beautiful and Keep America Beautiful programs can be made available to assist your community beautification program. Keep Tennessee Beautiful is a statewide education and networking program dedicated to empowering local people to take responsibility for enhancing the community environment. In working on a beautification and litter program, communities can cultivate means to enhance and increase the beauty and quality of life in our state. For more information on the Keep Tennessee Beautiful program log onto [www.KTnB.org](http://www.KTnB.org).

2. Five Year Plan - Develop a five-year plan for the beautification of the community, including entrances to the community, downtown, residential neighborhoods and commercial and industrial areas. Solid waste management practices including plans for resource recovery and recycling should be created and/or reviewed. To the extent practicable, organic waste material should be recycled into compost or mulch and used in beautification projects such as shrub or flower plantings. The five-year beautification plan should also be included in the five-year economic development strategic plan.
3. Beautification Projects - Two beautification projects must be completed each year. These two projects must be community wide projects that will contribute to the enhancement of visual and scenic values.
4. Litter/Recycling - The following programs must be in place:
  - a. Roadside Litter Pickup
  - b. Recycling Plan (must include program area)

c. Litter Education Targets:

- Students
- Public
- Media
- Government
- Businesses

*NOTE: All counties have to do at least 3 of the 5 targets under litter education.*

**Arts and Culture in your Community:**

**NOTE:** A letter of recommendation from the Tennessee Arts Commission is required for all credits in this category. The Tennessee Arts Commission stands ready to assist applicants in evaluating and developing community arts infrastructure. If applying for arts-related credit, applicants must contact Leigh Green, the Tennessee Arts Commission's Director of Community Arts Development, at (615) 532-9796 or [leigh.green@state.tn.us](mailto:leigh.green@state.tn.us), at least 60 days prior to Three-Star application deadline.

1. Detailed Arts and Culture Component in Community Strategic Planning

A community qualifies for this component when it includes detailed information about arts and culture in its strategic economic development plan demonstrating a commitment to the arts and culture in the community's growth. It also exhibits an understanding that the arts and culture can play a significant role in residential and business recruiting, tourism growth, education improvement, and overall quality of life. More information about the economic impact of cultural businesses is available from the Tennessee Arts Commission (TAC). Following are several web sites with good resources on economic impact:

2. Tennessee Arts Commission Funding

At least one chartered, nonprofit organization within the community that has received funding from one of the following Tennessee Arts Commission grant programs in the current or two previous fiscal years can qualify the community for Three-Star credit in this category. This shows at least one organization within the community is taking advantage of public arts funding available through the Tennessee General Assembly and that nonprofit infrastructure, essential for a community's cultural life, is being developed. (More information about Tennessee Arts Commission funding opportunities is available at its Web site, [www.arts.state.tn.us](http://www.arts.state.tn.us).)

**Arts: Advancement and Expansion (AAE)**

**Arts Build Communities (ABC)**

**Arts Project Support (APS)**

**Rural Arts Project Support (RAPS)**

**Special Opportunities (SO)**

**Technical Assistance (TA)**

**Touring Arts Program (TAP)**

**Cultural Crossroads (APS-CC)**

**General Operating Support (GOS)**

**Major Cultural Institution (MCI)**

3. Local Government Financial Support for the Arts

Credit will be given for designated local government funding for arts activity documented by specific line items in the government appropriations budget or within the budget of a local government entity.

#### 4. Arts Education Activities

At least one chartered, nonprofit organization within the community that has received funding from one of the following Tennessee Arts Commission Arts Education grant programs in the current or two previous fiscal years can qualify the community for Three-Star credit in this category.

- a. Artist in Residency
- b. Teacher Training
- c. Teacher Incentive Grants
- d. Community Learning (formerly Special Projects)
- e. Funds for At-Risk Youth
- f. Mini-Grants

#### 5. News Media Support

Local newspaper(s) or other media outlets promote and/or cover community arts and cultural topics or events in on a regular basis (such as a weekly or monthly arts column or arts events calendar). Copies of calendars or columns from the previous 12 months must be presented to receive this credit.

#### 6. Existing Arts Council

Communities that have an existing arts council may receive credit if the arts council is considered “active and productive” by the Tennessee Arts Commission. “Active and productive” may include listing in the TAC’s Local Arts Agency roster, TAC designated agency status, diverse and active board members, consistent programming, current applications for funding from the TAC’s grant programs, frequently updated Web site, and other activities as identified by the TAC. For more information on active agencies, go to:

<http://www.arts.state.tn.us/listnlocalartsdirectory.htm>.

### **Heritage and Historic Preservation:**

1. Has a public/private heritage or cultural history based museum, gallery or theater.
2. Has commercial or residential properties that are listed on the National Register of Historic Places. For additional information on the National Register program, contact the Tennessee Historical Commission at 615/532-1550.
3. Community and local government participation with an existing or the development of new a National Heritage Area or National Park Service property. For example the Tennessee Civil War Heritage Area for additional information contact the Center for Historic Preservation at Middle Tennessee State University at (615) 898-2947 or visit the website:  
<http://histpres.mtsu.edu/tncivwar>  
or visit the Alliance of National Heritage areas at:  
<http://www.nationalheritageareas.com>
4. Community has developed a local-based heritage walking tour/driving tour.

### **Community Celebration:**

Community celebrations bring people from all over the community together for an event focusing on the unique aspects and the quality of life in the area. Well-planned quality events will bring in more tourists and visitors providing revenue to the community.

1. Community Festival - Establish a community event that celebrates the cultural, natural, and historical resources, or the folk arts/traditional arts of the community or region. This event must represent a broad base of community support-involving civic, educational and other volunteer based organizations. One event per Three-Star program per year.
2. County Agricultural Fair - Establish or maintain a countywide fair that features community pride/involvement and the agriculture of the area. One fair per Three-Star program per year.

## **ECONOMIC DEVELOPMENT**

### **BUSINESS DEVELOPMENT**

#### **Existing Industry Program:**

Existing industry that currently supports the community deserves special attention provided by community leaders who are aware of the industry's products, current workforce and leadership. This also allows the city's leadership to anticipate and meet the needs of its industries.

1. Local Industry Directory - A published directory of local industry to include the following:
  - a. Name of industry
  - b. Years in community
  - c. Key contact
  - d. Number of employees
  - e. Product manufactured
  - f. Address
  - g. Phone number
  - h. Fax number
2. Local Industry Showcase - must complete both items
  - a. Career Day - A day for local industry to set up displays and talk with high school and/or local higher education institution students and other potential employees about career opportunities with their industry.
  - b. Industry Appreciation Event - An opportunity for local industry to display their product line at financial institutions, public buildings (city hall, courthouse, library, etc.) and other appropriate sites.
3. Industry Survey - An annual survey of local industry, survey format provided by ECD or a community may count their work with the TVA E-Synchronist program for this survey.



## **Business Development-Marketing:**

With a central U.S. location, excellent transportation structures, a high quality of life, progressive workers compensation legislation and many other amenities, there are many reasons for companies to locate in Tennessee. However, individual communities must do their part to recruit industry including being prepared for opportunities and marketing individual strengths.

1. Prospect Team - To insure a broad-based and educated team to meet with potential prospects, a Prospect Team shall be formed with team members minimally representing the following professions:
  - a. Financial Institutions
  - b. Utilities/Engineering
  - c. Education (secondary/post-secondary)
  - d. Local government
  - e. Local industry representative
  - f. Local economic development organization(s)

***NOTE:** This team must attend an orientation held in the local community and conducted by ECD Business Development Division. Other orientation programs, such as with TVA will be allowed toward point total.*

2. Certified Development Professionals - Chamber staff, elected officials or economic development professionals working in the community who have completed course work and has received certification/graduation in any of the following:
  - a. U.S. Chamber of Commerce Institute
  - b. Economic Development Institute
  - c. International Economic Development Council
3. Potential Site Database - A well-prepared community must have a readily available list of potential industrial sites with the following information on each site:
  - a. Maps
  - b. Utilities Availability
  - c. Acreage
  - d. Zoning (if applicable)
  - e. Timetable for acquisition and funding source
4. Community Characteristics Database - It is absolutely essential that the community catalog reliable and updated information relevant to the industrial development process. This information, which will be needed to respond to prospect inquiries in an accurate and timely manner, must include the following:
  - a. Municipal services
  - b. Educational Resources
  - c. Workforce Availability
  - d. Housing
  - e. Recreation
  - f. Established Business and Industry (description of each)
  - g. Utilities (cost and availability)
  - h. Transportation (highway, rail, air, water)
  - i. Local Tax Structure
  - j. Financing Availability
  - k. Local incentives (clearly defined)

5. Established Site Database - If possible, established industrial sites are critical in attracting new industry. The following information must be available for each established site:
  - a. Proof of ownership/option by local economic development organization or local government
  - b. Maps
  - c. Utility Availability/Capacities
  - d. Acreage
  - e. Zoning (if applicable)
  - f. Highway Access
  - g. Services: Fire/Police Protection/Solid Waste
  - h. Professional Environmental Assessment
  - i. Information on file with Tennessee Department of Economic and Community Development

### **Retail/Service:**

The improvement of retail and commercial services leads to money remaining in the community that, in turn, circulates back through the economy and into schools and other services. However, these improvements require knowledge of what the city or cities currently offer, what the current businesses can provide and what the consumers desire from the retail sector.

1. Commercial/Retail Development Committee – Establish a commercial development committee to promote the development of retail trade and commercial interests in the community. The following groups should be represented on the commercial development committee:
  - a. Merchants
  - b. Chambers of commerce
  - c. Financial institutions
  - d. Local government
  - e. Local planning commissions
  - f. Schools
  - g. Realtors
  - h. Civic clubs

A community that is participating in the Tennessee Main Street Program may have a committee in place and working on these issues. In that case, documentation of that committee's work can be submitted to the REDS for review and may count toward certification in this section.

***NOTE:** A progress report of the committee shall be presented to the local legislative body a minimum of two (2) times per year to be included in the minutes of the local legislative body. Report format provided by the Regional Economic Development Specialist.*

2. Business Inventory - It is important for the community to determine both the quantity and quality of commercial services that already exist. To do this, an inventory of all commercial business should be conducted. Information should be gathered on such things as owner, address, merchandise and range of goods. This inventory will help the community determine the relative strengths and weaknesses of its commercial mix and formulate ideas on how to address weak service areas. The REDS can assist you in this inventory process with forms and examples of inventorying using SIC codes.
3. Community Information - When gaps in the commercial mix are identified that cannot be met

by existing businesses, the commercial development committee may want to recruit new business to the community. To respond to prospect inquiries and recruit proactively, it would be helpful to assemble a community information package.

This information packet must include the following:

- a. Profiles of available buildings and sites (property development class recommended)
- b. A list of other businesses
- c. A community map
- d. Descriptions of financial and technical assistance available
- e. Information on property valuation
- f. Retail sales data
- g. A comprehensive community profile

4. Customer Surveys - Another way to get valuable information is by surveying local customers. These surveys can be done in person, over the phone, or through the newspaper. By conducting this type of survey, a community should gain insight into shopper attitudes and expectations, shopping patterns and income information. Undertaking this type of survey, will enable the committee to build consensus in the community for the commercial development effort and have information readily available for commercial developers who are interested in possibly investing in the community.
5. Promotion of Retail Businesses - It is very important that existing businesses be promoted and local customers be encouraged to shop locally for goods and services. The committee should work with the local merchants' associations and chamber of commerce to plan and organize promotional events, such as sales events and business expos. The goal of these events is for businesses to gain increased exposure locally and to promote their positive attributes to the local customer.
6. Recruiting Plan - If the business inventory and customer survey identify gaps in the commercial mix, the community may decide to target new business for recruitment. A recruiting plan must address the following:
  - a. Determine the types of business that are needed to strengthen the communities commercial sector.
  - b. List potential businesses to target: using the inventory, survey and market research, the committee can list the types of business that could be successfully recruited.
  - c. Collect information on potential businesses.
  - d. Assemble and update community information.
  - e. Form a recruitment team consisting of retailers who have been successful in the community along with people, such bankers, realtors and developers, who can provide information of interest to the prospect.
  - f. Maintain contact with prospective businesses.
7. Merchants Association - An organized local merchants association that should, at a minimum, meet quarterly to develop plans and strategies to promote their businesses and attract customers.
8. Customer Service Training - An annual customer service training program to assist employees in improving customer relations. (ECD will be able to assist in customer service training. Contact your Regional Economic Development Specialist for more information. If provided by ECD, a minimum attendance of 15 is required in order to receive points.)

## **Agriculture:**

Although farming employs only about 2% of the population of Tennessee, it occupies about 50% of Tennessee's land and employs about 15% of the population in related work. The impact of this industry reaches all citizens and local governments must spend time informing people of the economic impact of agriculture, encouraging the purchase of local products and showing appreciation for local agriculture workers.

1. Agriculture Recognition Day - Each county/city should have an Agricultural Recognition Day. Invitations should be sent to local farmers and agricultural businesses. Declare a "Visit a Farm Day", with publicity and/or possible sponsorship from agricultural supply stores and local Farm Bureau. This will help to recognize the economic impact of agriculture to a community.
2. Student Organization - Senior 4-H club or local Future Farmers of America (FFA) chapter.
3. Century Farm Recognition - Identify and recognize all Century farms (family farmers who have kept continuously owned family land in agricultural production for at least the last 100 years) within their community (Department of Agriculture will verify farms). Groups will also be responsible for signage and publicity of this momentous distinction. For additional information on the Century Farm Program, contact the Center for Historic Preservation at Middle Tennessee State University at (615) 898-2947 or visit the CHP web site at [www.mtsu.edu/~histpres](http://www.mtsu.edu/~histpres) and select "Tennessee Century Farms Program."
4. Farmers Market - A visible location for local farmers to sell produce. Advertisement in local media to ensure the public is aware of the Farmers Market.
5. Agriculture Committee - Local chamber of commerce create an agricultural sub committee to represent agricultural interests in the chamber.

## **Technology Development:**

New business and manufacturing, schools, and other institutions need a reliable and capable telecommunications network to properly compete in today's changing world. Many rural communities in Tennessee have access to these services without knowing it or without knowing what to do with them. An assessment of availability, a realistic look at needs and desires, and an action plan are necessary for all communities.

1. Technology Committee - the following groups should be represented on the technology committee:
  - a. Local Utility
  - b. Local Telephone
  - c. Local Cable/Television
  - d. Local Internet Providers
  - e. Computer/network business
  - f. IT Specialist
  - g. Any end-users from enhanced telecommunication ability such as industry, banks, schools

***NOTE:** A progress report of the committee shall be presented to the local legislative body a minimum of two (2) times per year to be included in the minutes of the local legislative body. Report format provided by the Regional Economic Development Specialist.*

2. Community Assessment - Comprehensive inventory of availability of services and needs of the community and its businesses and schools. The REDS can assist by providing an assessment tool format.
3. Action Plan - Develop a plan that puts results from assessment into action. This should be updated annually and contain a timeline as well as funding sources for projects.
4. Education - Community leaders should attend a telecommunications education session.

### **Membership and Participation in Economic Development Associations:**

Development associations allow communities to come together to pool resources, skills, ideas and services that improve the quality of events and services. The networking opportunities available benefit small communities who have limited resources to invest in economic development.

1. Economic Development Associations - Maintain an active financial membership and participate in a minimum of three (3) economic development associations or groups. These memberships are to include, but are not limited to the following local, state or national membership associations:
  - a. Tourism Associations
  - b. Trail/Natural Resources Associations
  - c. Heritage Associations
  - d. Industrial Development Associations
  - e. Festival and Fair Associations
  - f. Retail Development Associations
  - g. Retiree Relocation Associations

## **JOB SKILLS DEVELOPMENT**

### **Education:**

High-quality education is one of the most important quality-of-life indicators for a community to address, not only for the general well being of the citizens, but for economic development as well. Making sure students and teachers have the appropriate support will help to ensure the quality of our educational institutions and the educational service they provide.

1. Accreditation - Approved Tennessee School Improvement Plan (TSIP)/Southern Association of Colleges and Schools Accreditation (SACS)
2. Highly Qualified Staff - All teacher workforce meet state licensure requirements and demonstrate "Highly Qualified Staff" requirements

3. Graduation Rate – Must meet or exceed the average graduation rate established by the State Board of Education (SBE)
4. Other Objectives - must complete at least two of the following:
  - a. Schools meet or exceed attendance rates established by the SBE.
  - b. Schools provide opportunities for all students to experience state of the art technology and support.
  - c. Career Education Program - The local schools should offer a career day or job shadowing program. If the school is not large enough to offer such programs, several systems can cooperatively establish and support such programs.
  - d. Public/Private Partnerships - Through partnerships such as Adopt-a-School and Partners-in-Education, the community can furnish the schools a pool of volunteers to help with special projects and serve as guest speakers.
5. Action Plan - Education Committee to develop an action plan to help overcome any deficiencies. The plan must include the broad-based community participation of everyone, including community residents. It should recognize the need for comprehensive education programs that prepare students to make a living and encourage the development of work experience programs.
6. Voluntary Pre-K for Tennessee Initiative - Your community received a Voluntary Pre-K Grant from the state of Tennessee. Both the House and the Senate passed the legislation for the Voluntary Pre-K for Tennessee Act of 2005 in May of 2005. This law provides for the use of \$25 million in excess lottery dollars to establish quality pre-kindergarten classrooms through a competitive grant process. For more information about the program, visit the Governor's Pre-K Web page at <http://www.tennessee.gov/governor/prek/>.

### **P-16 Council**

P-16 is the shorthand term for a student-focused, comprehensive and integrated system that links all education levels from preschool (P) through the senior year of college (16). It is a powerful framework for policymakers to use to improve teaching and learning and thus better prepare students for living, learning and working in a changing world.

1. Membership in Regional P-16 Council- Listed as member of regional council on Petition for Recognition submitted by the regional council
2. Participate and regularly attend Regional P-16 Council Meetings- Minutes or Agenda from Regional Meetings. County is listed on Regional Membership List.
3. Implement ideas/programs as a result of participation in Regional P-16 Council- Program implemented and reference to original Best Practice from Regional meeting. Reference may include power point presentation given at Regional P-16 Council meeting.
4. Local co-chairs identified as the leadership of Local P-16 Council- Co-chairs represent K-12 education, higher education, and local business community. Business co-chair may be Chamber of Commerce leadership.

5. Initial informational meeting to organize community P-16 Council- Agenda, minutes and attendance

**Jill Eatherly, Director of Local P-16 Coordination**

*jill.eatherly@tbr.edu*

Tennessee Board of Regents: 615-366-4410

[http://www.tbr.state.tn.us/academic\\_affairs/p16/p16.htm](http://www.tbr.state.tn.us/academic_affairs/p16/p16.htm)

**Adult Literacy Program**

Approximately half of the population of Tennessee reads at a fifth grade level or below according to a report from the Department of the Treasury. With this grim statistic, counties can begin to realize the importance of adult literacy programs that offer comprehensive services to a wide variety of the population.

1. Appropriate Location - The community must have a site conducive to the education and training of adults.
2. Outreach Program - A system must be in place to reach adults who need the assistance.

**School to Work**

According to recent surveys, one of the greatest concerns of employers is the lack of a capable workforce. Additionally, due to the rapidly changing workplace, a community must provide a vigorous, responsive training system to support the high skill/high wage jobs that contribute to a healthy economy.

1. Workforce Development Committee - Form a broad-based workforce development committee to address the needs of employers from all sectors. A consortium of companies may unite to address their particular training needs. It is important that this committee coordinate its work with the education committee so interrelationships between the two can be considered and addressed. The education committee and the workforce development committee may be combined but must include as diverse cross-section of the community as possible. The following groups should be represented:
  - a. Employers, representing all sectors
  - b. Educators – administrators, teachers, counselors
  - c. Employment Security office staff
  - d. Students/employees
  - e. City/County government

**NOTE:** *A progress report of the committee shall be presented to the local legislative body a minimum of two (2) times per year to be included in the minutes of the local legislative body. Report format provided by the Regional Economic Development Specialist.*

2. Current Providers - Compile a list of the training providers, both public and private, at the local, regional and state levels. In addition to worker retaining programs, include adult literacy, GED and apprenticeship programs. This list should be made available to all secondary schools in the community.



3. Action Plan - Open and maintain a dialogue with training providers, both locally and throughout the state, in order that the current and future needs of the community are clear.
4. Increased use of Career Centers - The Career Center System is the centerpiece of all workforce development activities throughout the state. The increase can be reflected in number of enrollees or the number of companies that are clients of the Career Centers.
5. Link from local chamber/development district webpage to local Career Center webpage
6. Inclusion of at least one Career Center representative in a county board/committee such as the industrial board or economic development council
7. Increased Participation in Workforce Employer Outreach Committees (WEOC)- These committees are set up in most counties and have quarterly meetings. They provide a direct link between the Commissioner of Labor and Workforce Development and the employers in the county.
8. Increase in GEDs - There are over 1.25 million working Tennesseans who do not have a GED. This hinders the state's ability to claim we have an educated workforce that can meet the demands of the jobs of the 21st Century. The Department of Labor and Workforce Development oversees and administers the Adult Education (AE) program for the state.
9. Increase in Drug Free Workplace Participation - The drug free workplace program is administered through our Workers' Compensation division and provides a discount on workers' compensation premiums and other features for participation in the program. Currently there are approximately 5,000 employers statewide participating.

## **VISITOR DEVELOPMENT**

### **Tourism:**

Attracting tourists to a community and the surrounding region can contribute substantial amounts of capital into area businesses. To capitalize on this economic sector, the community must have an effective program of tourism development that promotes local attractions and identifies opportunities for development. For more information on tourist development, please contact the Regional Marketing Manager for your appropriate area:

#### **West Tennessee Regional Manager**

Office Phone: 731.426.0888  
Address: 225 Martin Luther King Blvd.  
Jackson, TN 38301

#### **Middle Tennessee Regional Manager**

Office Phone: 615. 741.9049  
Address: Wm. Snodgrass/Tennessee Tower  
312 8th Avenue North, 25th Floor  
Nashville, TN 37243



**East Tennessee Regional Manger**

Office Phone: 865.777.4685

Address: 10215 Technology Drive  
Suite 203  
Knoxville, TN 37932

1. Tourism Committee - Establish a Destination Marketing Organization that will seek out and foster partnerships with all interested organizations, businesses and individuals to promote and expand the economic impact of tourism in your area. The Destination Marketing Organization must meet at least quarterly and provide minutes for each meeting. **The tourism regional manager for the respective region will attend committee meetings concerning the tourism aspect of the program.** The governing body should consist of:
  - a. One member of the County Commission appointed by the County Mayor and/or One Member of the City Council appointed by the City Mayor
  - b. Chamber of commerce/economic development organization
  - c. Restaurants
  - d. Retail
  - e. Local government
  - f. Local Main Street coordinator
  - g. Lodging Industry
  - h. State Park Representative (if there is one in the county)
  - i. Local Parks and Recreation Department
  - j. Local Attraction

Ex-officio positions:

- a. Arts Council
- b. Local Heritage Tourism attractions (museums, etc.)
- c. Beautification Board
- d. Planning Agency

***NOTE:** A progress report of the committee shall be presented to the local legislative body a minimum of two (2) times per year to be included in the minutes of the local legislative body. Report format provided by the Regional Economic Development Specialist*

2. Have tourism professionals working in the community who have completed course work and has received certification in any of the following:
  - a. Certified Tennessee Tourism Professional (CTTP)
  - b. Southeast Tourism Society Marketing College
  - c. Certified Destination Management Executive
3. Inventory - Create an inventory of tourism assets to include but not limited to:
  - a. Venue
  - b. Attraction
  - c. Festival
  - d. Fair
  - e. Events
  - f. Hotel
  - g. Natural Resource

4. Marketing Plan - Destination Marketing Organization must develop a marketing plan within two years of initiation of the program and begin implementation of marketing activities during the third year of the program. The plan must include a mechanism to track the effectiveness of each marketing activity. To track trends and for research purposes, DMO must keep records of the quantities of local tourism publications that are mailed in response to inquiries and distributed at bulk locations such as Welcome Centers.

The DMO must establish a system for handling inquiries that gathers information about the inquirers, including names, addresses, telephone numbers, e-mail address and how they found out about the community.

5. Materials - Produce and distribute promotional materials through a network of strategic partners designed to attract targeted markets (leisure travelers, corporate travelers, motor coach travelers, sport teams).
6. Tourism News Bureau – The Tourism News Bureau helps communities publicize events and attractions in newspapers, magazines, on television, etc. with no charge to the community. Minimum of five (5) submittals per year. Website: <http://www.tenntravelnews.com>.
7. Update area information on the Tourism Department’s web site a minimum of four times a year, which could translate to once per quarter or season, based on the tourism activities in the area.

### **Agritourism:**

Agritourism is defined as “an activity, enterprise or business which combines primary elements and characteristics of Tennessee agriculture and tourism and provides an experience for visitors which stimulates economic activity and impacts both farm and community income.”

Agritourism operations impact the local economy of entire rural communities. Attractions that may meet this definition include agriculture-related museums; agriculture-related festivals and fairs; corn maze enterprises; farmers markets; on-farm tours; on-farm retail markets; on-farm vacations; on-farm festivals and fairs; on-farm petting zoos; on-farm fee-fishing; on-farm horse-back riding; on-farm bed and breakfasts; pick-your-own farms; and wineries. The Department of Agriculture may also deem other operations appropriate.

1. Inventory - Compile a comprehensive list of Agritourism venues and forward information to Tennessee Department of Agriculture.
2. Marketing Plan - Develop a marketing plan to promote and develop Agritourism in your community.
3. Signage - Initiate a plan to erect signage to capture the attention of visitors to your community.
4. Statewide Conference - Representatives from the community attend the annual statewide Agritourism Conference.

## **Retiree Recruitment:**

With 14% of Tennessee's population 65 years or older and with that percentage expected to rise drastically in the coming years, attracting and relocating retirees provides an opportunity for a community to both strengthen and diversify its economy while at the same time becoming enriched with skills and experience. To successfully attract and relocate this sector, communities must be aware of retiree interests and concerns and develop and implement strategies accordingly.

1. Retiree Relocation Committee - Establish a retirement relocation committee that should have representation from the following segments of the community:
  - a. Local government
  - b. Chamber of commerce/economic development organization
  - c. Tourism/visitors bureau
  - d. Bankers/financial advisors
  - e. Health care officials
  - f. Realtors
  - g. Educators
  - h. Elected officials
  - i. Restaurants
  - j. Retail
  - k. Retirees

This list is not exhaustive. A community should consider inviting interested parties not included here to participate.

***NOTE:** A progress report of the committee shall be presented to the local legislative body a minimum of two (2) times per year to be included in the minutes of the local legislative body. Report format provided by the Regional Economic Development Specialist.*

2. Community Assessment - Retirees who are considering relocating have certain expectations in mind and are very interested in a number of issues that affect the quality of life in any community. These are some of the things that a retiree prospect will consider when weighing relocation options. It will be important for the committee to honestly evaluate the community to identify not only attractive features that can be successfully marketed, but also areas of concern that will require improvement. Factors that retirees consider important and should be included in the assessment:
  - a. Health care
  - b. Educational opportunities
  - c. Public safety
  - d. Shopping/restaurants
  - e. Recreation
  - f. Cultural attractions
  - g. Volunteer opportunities
  - h. Transportation
  - i. Housing

***NOTE:** Upon completion of the assessment, the committee will need to write a comprehensive report detailing each issue assessed and specific plans for improvement. Every year the assessment will need to be reviewed and updated. Specialist will be able to provide assistance, resources and an assessment tool for this component.*

3. Marketing - The retiree market is large and will grow tremendously in the years to come. Because the market is quite diverse, the community must consider the type of retirees it hopes to attract and develop a plan to market to this audience. To answer these questions, the retiree attraction committee will be required to develop a written marketing plan that includes all of the following:
  - a. Mission statement
  - b. Goals and the strategies the committee will employ to attain goals.
  - c. The target market
  - d. Brochures with response pieces
  - e. A community information package tailored to retiree interests
  - f. A toll-free number for prospect inquiries
  - g. A funding plan
  - h. Retiree Prospect package
4. Ambassadors - To be successful, a community must have a dedicated group of volunteers who are excited about selling the town to people interested in moving there. A community must recruit such a group that will be designated as local ambassadors; ideally they would be dedicated retirees who have relocated to the community. These people should be properly trained to answer prospects' questions effectively and to ease any reservations that prospects might have.

Duties of ambassadors will include:

  - a. Responding to inquiries by letter and/or phone
  - b. Hosting visiting prospects and providing community tours
  - c. Maintaining contact with an assigned prospect until a decision is made.
5. Web Presence - Communities must have a link on the county/city web home page describing why their community is "Great Place to Retire/Relocate." This site should also include personal testimonials from retirees and must be linked to ECD's web site.



EACH NUMBERED COMPONENT  
REPRESENTS 50 POINTS

TOTAL AVAILABLE  
POINTS=500

REACHING HIGHER COMPONENTS

## **Governor's Conference on Economic Development:**

1. Booth Participation - Showcasing your community at this event is just one way to create outside excitement about what is happening in your community.

## **Community Connections:**

Sharing ideas encourages progress within the Three-Star program. As an added bonus, by preparing the presentations, conducting the tours, answering questions and justifying programs the visited community learns as much about themselves as the visiting community learns and completes a self assessment of progress.

1. Community Connection - Establish a relationship with a community (city to city or county to county) in a different grand division of the state (must be at least 90 miles distance between communities). A minimum of a full day's visit by each community to their community connection counterpart by local representatives of economic development, education and government is required. Within 30 days after the visit, a written report will be delivered to the visited community containing an evaluation and personal impressions of the community connection.

**NOTE:** *Each city or county community connection must be a participant in the Three-Star Program and will be determined with the assistance/approval of the Community Development Division of the Department of Economic and Community Development.*

**IMPORTANT:** *Communities fulfilling their Community Connection visit and report will receive 50 points. Communities that committed to participating in the Community Connection component and DO NOT complete their visit and report will receive a 50 point REDUCTION to their total Three-Star points.*

## **Corporate Headquarters On-site Visit:**

1. Select a local industry with corporate headquarters not located in your community. Schedule a visit to the corporate headquarters to show appreciation for their plant being located in your community.

**NOTE:** *The corporate headquarters visited must be outside your county.*

## **Three-Star Committee Action:**

The formation of special committees as a part of the Three-Star program exemplifies a progressive mind-set for the future. Committees that move to action are utilizing their resources to the maximum benefit for economic growth. **Fifty points will be awarded for the formation of each of the following committees AND the completion of all the corresponding action steps.**

1. Housing Committee: Completes (a) through (f) of the Policies, Procedures and Action Programs of this component (see optional component for more detail).
2. Beautification Committee: Completes (2) through (4) of the Beautification components (see optional component for more detail).

3. Retail/Service Committee: Completes (2), (4), (6) and (8) of the Retail/Service components (see optional component for more detail).
4. Technology Committee: Committee completes (2) through (4) of the Technology Developments components (see optional component for more detail).
5. Workforce Development Committee: Completes (2) and (3) of the Workforce Development components (see optional component for more detail).
6. Tourism Committee: Completes (2) through (5) of the Visitor Development components (see optional component for more detail).
7. Retiree Recruitment Committee: Committee completes (2) and (3) of the Retiree Recruitment component (see optional component for more detail).





EACH COMPONENT  
REPRESENTS 100 POINTS

VISIONARY DEVELOPMENT

## **VISIONARY DEVELOPMENT**

### **Entrepreneurship:**

A business incubator exists to develop entrepreneurship through offering low cost business space, sharing services or equipment, providing legal aid, or any number of other services needed to get new businesses off the ground. Business incubator programs can exist under programs such as TVA, as a network of organizations, or as a small freestanding program within a community. The vast array of approaches for developing a business incubator should be catered to the community and the kinds of businesses they want to attract, but the opportunities for growth for the community are endless.

The requirements for a business incubator program approved by the Three-Star program include:

1. Site - A site conducive to the growth and expansion of new business.
2. Administrative Service - Full-time staff member responsible for administrative duties.
3. Business Development/Assistance -
  - a. Consulting
  - b. Cash flow analysis
  - c. Marketing Plans
  - d. Other support services as required
4. Financial Support -
  - a. Local bank participation
  - b. Small Business Administration
  - c. Rural development lending programs

### **Elected Officials Academy**

The University of Tennessee's Municipal Technical Advisory Service offers an Elected Officials Academy for both existing and newly elected municipal officials. This academy consists of over twenty hours of training that is divided into two distinct groupings or levels with the first level consisting of 10 hours of training and the second level consisting of 16. A governing body knowledgeable in all aspects of municipal government is critical to a comprehensive community development program. In recognition of that point, Three-Star is awarding 100 visionary points to each Three-Star program in which at least 60% of the governing body of each municipality above 499 in population has completed at least one of the levels of the Elected Officials Academy. For more information, contact the Municipal Technical Advisory Service at 865-974-0411 or visit its website at [www.mtas.tennessee.edu](http://www.mtas.tennessee.edu).

1. Visionary points will be awarded for those programs in which 60% of the governing body of each municipality above 499 in population has completed either level 1 or 2 of MTAS Elected Officials Academy.

### **Tourism - Dedicated Funding Source:**

With the natural landscape of Tennessee, the pleasing climate, the diversity of activities available and the unique cultural and historical attractions, tourism can flourish in the state. A dedicated funding source such as a lodging tax will improve the tourist industry in a community by continuously setting aside funds for new ventures, improvements to historical structures, staffing and advertising among other services.

A local legislative resolution must be in place identifying the designated funding source (hotel, motel, property tax, etc.), the percentage and the allocation method. The documentation for this component must include a budget from the organization that indicates how these funds are to be spent on tourism.

### **County Zoning:**

Countywide zoning ensures that all cities or areas in a county work together to plan for future growth. Land use issues and design standards as well as management of resources can be properly discussed, and the county can make decisions on these important issues as a group under the provisions of TCA 13-7-201 through 211.

### **Metro Government:**

Tennessee Codes Annotated (T.C.A.) defines a metropolitan government as “the political entity created by consolidation of all, or substantially all, of the political and corporate functions of a county and a city or cities.” Any county in Tennessee may merge with its largest municipality (T.C.A. Section 7-20-101). Tennessee Public Chapter 1101 of 1998 did much more than make consolidation more attainable. This groundbreaking legislation requires unprecedented local government teamwork. The law outlines a strategy for cities and counties to cooperatively plan for their futures that can lead to a successful Metro Government.

The Tennessee Advisory Commission on Intergovernmental Relations (TACIR) published a report entitled “Forming a Metropolitan Government: The Hows and Whys of Local Government Consolidation” that educates citizens and local government officials on the benefits of consolidation and explains the state’s laws surrounding consolidation. This publication can be accessed at [http://www.state.tn.us/tacir/PDF\\_FILES/Growth\\_Policy/metrogovt.pdf](http://www.state.tn.us/tacir/PDF_FILES/Growth_Policy/metrogovt.pdf).

NOTE: This component may only be used once. There are no points awarded for maintaining metropolitan government.

### **Certified Tennessee Main Street Program:**

The National Main Street Program evaluates commercial district revitalization programs on the basis of ten basic performance standards and provides national certification/recognition to those that meet these standards. The ten performance standards provide benchmarks and guidelines on

how the organization should be functioning and an incentive to organizations to perform better and be more effective. Log on to [www.mainstreet.org](http://www.mainstreet.org) for more information or contact the Community Development Division of the Tennessee Department of Economic and Community Development. The State Coordinator will conduct certification.

### **Recreational Assessment Program:**

With the guidelines of the National Recreation and Parks Department, Tennessee developed the Parks and Recreation Benchmarking Criteria for the state. This criteria lays out a comprehensive challenge for park systems to develop their systems and excel in their services. By meeting each new tier, new incentives are available to the Three-Star community, but more importantly, the parks and recreation activities will better serve the people, bring in more revenue, increase tourism activities and run more efficiently. For more information, contact the Department of Environment and Conservation at 888-891-8332 or visit their website at <http://www.tennessee.gov/environment/recreation>

### **Keep America Beautiful Affiliation:**

Keep America Beautiful, Inc. is a non-profit organization whose network of local, statewide and international affiliate programs educate individuals about litter prevention and ways to reduce, reuse, recycle and properly manage waste materials. Through partnerships and strategic alliances with citizens, businesses and government, Keep America Beautiful's programs motivate millions of volunteers annually to clean up, beautify and improve their neighborhoods, thereby creating healthier, safer and more livable community environments. See [www.kab.org](http://www.kab.org).

For a community to participate in KAB, they must go through these steps:

1. Complete an application for certification – The sponsoring organization or local government submits an application to Keep America Beautiful, Inc. on behalf of the community. Included with the application is a letter from the highest-ranking public official(s) endorsing the formation of a local KAB affiliate.
2. Payment of a one-time certification fee – A certification fee accompanies the application and is paid to Keep America Beautiful, Inc. based on the community's population. This one-time fee supports the development of the KAB affiliate, including the training of community representatives at a one-day pre-certification workshop and a field visit by a KAB National Trainer to assist local leaders and officially certify the program.
3. Community-wide Support – A team leader, the primary contact during the establishment of the KAB affiliate, is identified and representatives from government, businesses and community are invited to form the pre-certification team.

### **Education Foundation:**

The purpose of an Education Foundation is to promote academic projects, which advance the quality of education for the students of local schools by:

1. Creating an endowment to which private citizens and businesses may make monetary or in-kind contributions.

2. Establishing an organization, which manages funds, accepts applications and dispenses grants to fund high quality educational projects that are not already provided for in the established school curricula and budget.

This broad-based, non-profit organization stimulates curriculum expansion beyond regular academic funding. An education foundation reflects a community's commitment to education and its realization that an endowment fund can be used to promote excellence in education. Tax-deductible contributions, both monetary and in-kind, from individuals or businesses stay in your community for the direct benefit of local students. The Foundation has its own Board of Trustees and is a separate entity from the Board of Education. Foundation money is used exclusively for additional instructional projects and in no way supplants state or local funds for school operating expenses or teachers' salaries.

**Foundation Guidelines:**

1. Board of Trustees for foundation should include a capable, hard-working group of volunteers that include individuals or representatives of businesses that are potential large donors. A local CPA should also be on the Board of Trustees.
2. Should have employer identification (EIN) from IRS.
3. By-laws should conform to IRS regulations.
4. Should have well-articulated goals and an action plan for their implementation.
5. Should have publicity that informs contributors and community of needs and successes and also recognition of grant recipients and contributors.
6. The Foundation should distribute grants at least once per year.
7. Although there is no minimum or maximum of funds which can be granted for any one project, the grantors shall consider the amount of funds available and the number of worthy projects.
8. The Board shall annually submit to their Economic Development Specialist an account of funds and projects.
9. At the end of the fiscal year, any allocated grant money remaining in the foundation account will be available for use on future grants.
10. A minimum of \$0.10 per capita per year must be raised by the Foundation.

**Accredited Youth Leadership Program:**

Leadership curriculum available to youth in an academic setting gives those youth the opportunity to realize their potential as leaders and how much they can impact the community. Students can learn the different styles of leadership, how to apply those styles and how to encourage other leaders effectively only in a program of extended length such as a semester long class. For the Three-Star Program the leadership program must be approved by the school board and included in the curriculum.

Students are led through a Leadership training curriculum that has been approved by the local Board of Education and provides students with high school graduation credit. This Youth Leadership Program must minimally contain the program components that are required in the Adult Leadership programs.

### **Regional Partnership:**

The following items should characterize any regional partnership developed by a Three-Star Program Community:

1. Service area of project is geographically contiguous.
2. Has a scope and service area that would normally encompass two or more projects ( i.e. one regional industrial park versus several individual parks).
3. Impacts multiple jurisdictions – but serving more than one city or county does not automatically make a project regional.
4. Project includes a financial commitment from all affected governments.
5. Is more cost effective than individual projects and all regional projects must have equal positive economic impact for all partners.

Examples of common regional partnerships: regional prisons, regional industrial parks, and regional business incubator projects.

### **Imagination Library-Governor's Books From Birth Foundation:**

The goal of the Imagination Library is to increase the number of books in the home of every pre-school child in the state; thereby, increasing the number of opportunities for someone to read to the child. This has been shown to increase children's love for reading as well as their literacy rates later in life.

Dolly Parton's Imagination Library initiative will be the anchor of the program. Every month from birth to their fifth birthday, a specially selected hardback book will be mailed to every pre-school child registered. The State of Tennessee will provide seed money for the project but will require local partners to help finance the book and mailing costs.

For more information, please contact Lady Jackson, President, Governor's Foundation, lady.jackson@state.tn.us, (615) 253-3600; or Claiborne Gayden, Vice President, Governor's Foundation, claiborne.gayden@state.tn.us, (615) 253-6036

*NOTE: Monies donated to the Education Foundation may be used to fund the Local Match of Imagination Library.*

### **Tennessee Scholars Program:**

The Tennessee Scholars Initiative is a simple, low-cost, high-impact strategy to motivate students to complete high school courses that prepare them for college and careers. The Initiative places business people in classrooms to promote the study of math, science, language arts, and social studies immediately before students select high school courses. The Initiative is managed by the Tennessee Chamber of Commerce & Industry in cooperation with local chambers of commerce. For more information please contact the TN Scholars Program at (615) 256-5141 or <http://www.tennesseescholars.org/>

### **Tennessee Certified Local Government Program:**

Across the nation, hundreds of communities have taken action to preserve their unique historic character through the passing of historic preservation ordinances and the creation of historic zoning commissions and design review. This program provides technical assistance and grants to local governments who are committed to protecting their historic and architectural heritage for future generations. The Tennessee Historical Commission is also required to allocate at least 10% of the Historic Preservation Fund Grants to the Certified Local Governments; thus, CLGs receive priority status in grant funding available.

For more information, contact the TN Historical Commission Local Government Coordinator at 615/532-1550

### **Developing a New Arts Council:**

Before deciding to pursue this credit, all applicants MUST consult with the Tennessee Arts Commission's Director of Community Arts Development, Leigh Green. The Community Arts Development program is dedicated to assisting emerging, community-based arts groups to provide leadership that stimulates and advances the arts in Tennessee communities.

The process of developing a well-organized and healthy arts council will require a minimum of one year of planning, starting with the first point of contact with the Tennessee Arts Commission. Please note that not all communities need an arts council. The Tennessee Arts Commission will provide guidance in determining each community's individual needs and assets.

Emerging arts councils will work closely with the Tennessee Arts Commission for assistance with assessment, development, programming, operations, funding and other community arts issues. Contact Leigh Green at (615) 532-9796 or [leigh.green@state.tn.us](mailto:leigh.green@state.tn.us).

Community arts councils can provide a wide variety of leadership roles, such as:

- encouraging artistic awareness, participation, and expression
- providing arts advocacy, cultural leadership, services, and programs for the community
- helping independent local artists and arts groups develop their own arts programs
- promoting the employment of artists and those skilled in crafts in both the public and private sector
- providing for the exhibition of art works in public buildings throughout the community
- serving as a fiscal agent for local artists and arts groups
- promoting organizational stability and growth
- fostering excellence in the arts

A well-established and effective community arts council has the following characteristics:

- A thoughtful strategic plan with community input
- A specific mission statement, goals and strategies

Arts councils should be listed in the Tennessee Arts Commission's Local Arts Agency roster and should participate in statewide and regional networking opportunities. Arts councils must work closely with the Tennessee Arts Commission's Director of Community Arts Development to discuss development, programming, technical assistance, funding opportunities and other community arts issues.



***NOTE:** Points will be awarded to the development of NEW arts councils only. The Tennessee Arts Commission must be consulted in the assessment of this Visionary Component. For more information contact Leigh Green, Director of Community Arts Development, TN Arts Commission at (615) 532-9796*

### **Adult High School:**

The typical Tennessee Adult High School program offers a chance for individuals to earn a high school diploma at their own pace in a location and at a time convenient for them. Students may attend classes on a flexible schedule while holding a job or attending to family responsibilities, and graduate when they have met the requirements. Students entering the program take a placement test to determine their current abilities in the areas of reading, mathematics, and language.

In addition to earning the required Carnegie units, students must pass the Tennessee Proficiency Test to attain a diploma. Students proceed at their own pace using assigned books and other materials as well as computer assisted instruction.

For more information on Adult High Schools in Tennessee, graduation requirements, how to initiate an Adult High School or a list of Adult High Schools in Tennessee, call 615-532-6300.

### **Local P-16 Council:**

The purpose of the Local P-16 Council (Compact) is to align the education and economic development initiatives within a community into a cohesive organizational system. This council involves leaders from all agencies, institutions, businesses and industries that are affected by the quality of education and the preparedness of its citizens. The council is structured to connect around a common agenda that is defined by those involved, communicate the economic and education issues that are demonstrated by economic trends, workforce readiness and college completion and collaborate on solutions to the difficult challenges facing the community to compete in the global economy.

- a. Local Council Recognized by Tennessee P-16 Network
- b. Petition for Recognition and Certificate or Letter of Recognition from Tennessee Board of Regents
- c. Regular meetings held to develop Strategic Plan and implement
- d. Meeting schedule and agenda items
- e. Strategic Plan in place for Local Council with at least two attainable goals
- f. Action Plan outlined for each of the Council Goals - Action Plan (follow TBR Action Team Template) with measurable goals with timeline and outcome measures

### **Jill Eatherly, Director of Local P-16 Coordination**

Tennessee Board of Regents

*jill.eatherly@tbr.edu*

Phone: 615-366-4410 [http://www.tbr.state.tn.us/academic\\_affairs/p16/p16.htm](http://www.tbr.state.tn.us/academic_affairs/p16/p16.htm)

**Other: ECD Approved:**

The Department of Economic and Community Development has included this section to give communities the opportunity to present a special project/event/organization that has been determined to be an opportunity for economic or community development. These submittals must reflect an “outside the box” capacity for effecting economic change in your community.

In order to evaluate the project or area, the department asks that communities complete the questionnaire below and include additional documentation and marketing materials.

The Three-Star Program Review Committee will review the information provided and determine if the project can be considered as one of the visionary components. The approved ECD Other components may only be used once by a community even if they are on-going in the community. Only one submittal per community per Three-Star certification year.

1. What is the item being considered as a visionary?
2. Please list the people and their affiliation that were involved in accomplishing this project.
3. Please list established industries/partners that were involved in accomplishing this project.
4. How was community input incorporated into this project?
5. Please describe the marketing/work plan for the project.
6. How has this project improved your community?
7. How will this project be incorporated into your community’s Three-Star Program strategic plan?
8. What resources did you use for this component?



## PROGRAM INCENTIVES AND POINT SYSTEM

ECD INCENTIVES	LEVEL I 500 points	LEVEL II 1000 points	LEVEL III 1500 points
<b>MATCHING GRANTS:</b> One (1) per Three-Star Program	\$1,000	\$1,500	\$2,000
<b>CDBG POINTS:</b>	<i>Point values below are added to the CDBG application.</i>		
City County	+2 +5	+2 +5	+2 +5
<b>LOCAL MATCH:</b> CDBG-FIDP-DRA	<i>Percentage point below reflect reduction in local match.</i>		
City County	-1% -3%	-2% -4%	-3% -5%
<b>CDBG LOAN LIMITS:</b>	<i>Counties described as distressed or specially enhanced by ECD will remain at the \$750,000 loan limit.</i>		
City County	\$550,000 \$600,000	\$575,000 \$625,000	\$600,000 \$650,000
<b>ENERGY:</b>			
Local Government Energy Loan	Free Energy Audit \$500,000 Loan - 0% Interest	Free Energy Audit \$500,000 Loan - 0% Interest	Free Energy Audit \$500,000 Loan - 0% Interest
Small Business Energy Loan	Free Energy Audit \$300,000 Loan - 0% Interest	Free Energy Audit \$300,000 Loan - 0% Interest	Free Energy Audit \$300,000 Loan - 0% Interest
TEEN Energy Education	\$500 Grant	\$500 Grant	\$500 Grant
Three-Star Energy Star Program	\$1500 Grant	\$1500 Grant	\$1500 Grant
Bio-Diesel Program	75% Grant - up to \$12,000	75% Grant - up to \$12,000	75% Grant - up to \$12,000

**USDA/Rural Development:** Three-Star communities applying for USDA/Rural Development grants will be eligible for 'Special Consideration' (points added to their applications) from the State Director.

**TN Department of Environment and Conservation:** Three-Star communities that participate and are "tiered" in the Recreational Assessment Program will be eligible for bonus points on applications for recreational grants from TDEC.

**TN Department of Tourist Development:** Three-Star communities that reach Level III certification will be eligible for \$1000 toward an enhanced ad in the Official 2008 Tennessee Vacation Guide.

**Tennessee Housing Development Agency: "THDA HOME" Grant Applications.** Three Star Communities that apply for State HOME funds may receive up to 10 points under "Innovation" for housing activities they have completed. The application must include documentation of the housing activities to qualify for these points. For more information contact Coralee Holloway, Director of Community Programs at (615) 741-3007. <http://www.state.tn.us/thda/Programs/grants00/grants.htm>



**Tennessee Department of Economic and Community Development  
Division of Community Development  
Three-Star Program**

**Nashville**

Wm. Snodgrass TN Tower, 10th Floor  
312 8th Avenue North  
Nashville, TN 37243-0405  
Phone: 615.741.2373  
Fax: 615.741.0607

**Rick Meredith**

*Assistant Commissioner*  
615.532.9824

**Melinda Keifer**

*Director of Community Economic Development  
and Tennessee State Coordinator  
of Main Street Program*  
615.532.1291

**Tonnie Trotter**

*Economic Development Specialist*  
615.532.3584

**Lindsay Gainous**

*Administrative Assistant*  
615.253.1907

**Chattanooga**

540 McCallie Avenue  
Suite 690  
Chattanooga, TN 37402

**Shan Harris**

*Economic Development  
Specialist*  
432.634.3022

**Knoxville**

P.O. Box 1022  
Tri-City  
Airport Station  
Blountville, TN 37617

**Jason Grooms**

*Economic Development  
Specialist*  
865.777.4075

**Cookeville**

621 East 15th St., Suite C  
Cookeville, TN 38501-1820

Phone: 931.520-1094  
Fax: 931.526.5230

**Karen Brown**

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**Jackson**

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225 Martin Luther King Drive  
Jackson, TN 38301

Phone: 731.423.5765  
Fax: 731.423.6650

**Sherri McCarter**

*Economic Development  
Specialist*  
731.423.5665

**Ramay Winchester**

*Economic Development  
Specialist*  
731.423.5771

# Three-Star Regions

**Nashville Office**  
615.532.3584  
Fax: 615.741.0607



**Cookeville Office**  
931.520.1094  
Fax: 931.526.5230



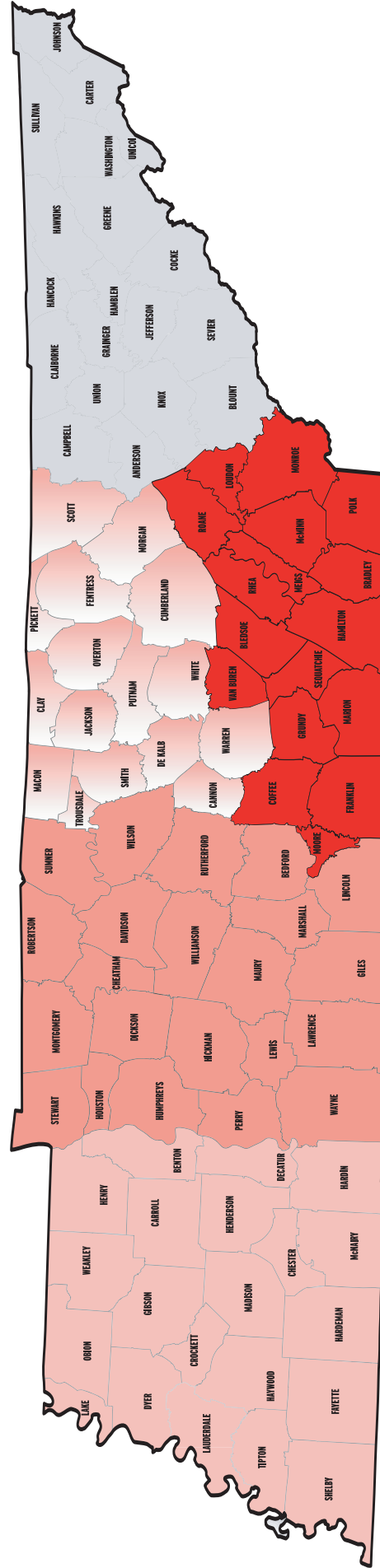
**Knoxville / Blountville Office**  
865.777.4075  
Fax: 865.777.4658



**Jackson Office**  
731.423.5665  
Fax: 731.423.6650



**Chattanooga Office**  
423.634.3022  
Fax: 423.634.6351



# Development Districts



Greater Nashville Regional Council  
Mr. Sam Edwards, Executive Director  
501 Union Street, 6th Floor  
Nashville, TN 37219-1705  
Office - 615.862.8828 Fax 615.862.8840  
www.gnrc.org



Northwest Tennessee Development District  
Mr. John Bucy, Executive Director  
P.O. Box 963  
Martin, TN 37237-0963  
Office - 731.587.4213 Fax - 731.587.4587  
jbnwtd@aeacns.net



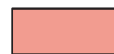
Upper Cumberland Development District  
Ms. Wendy Askins, Executive Director  
1225 S. Willow Ave.  
Cookeville, TN 38506-4194  
Office - 931.432.4111 Fax - 931.432.6010  
www.ucdd.org



East Tennessee Development District  
Mr. Terrence Bobrowski, Executive Director  
P.O. Box 249  
Alcoa, TN 37701-0249  
Office - 865.384.8533 Fax - 865.584.5159  
EASTTNDEVD@aol.com  
Tbobrowski@etdd.org



First Tennessee Development District  
Ms. Susan Roberts Reid, Executive Director  
207 N. Boone St. STE 800  
Johnson City, TN 37604-5699  
Office - 423.928.0724 Fax - 423.928.5209  
sreid@fddd.org  
www.fddd.org



Memphis Area Associations of Governments  
Mr. John Stala, Executive Director  
1420 Union Ave Suite 410  
Memphis, TN 38104-3695  
Office - 901.729.2871 Fax - 901.729.4107  
jwstald@maagov.org



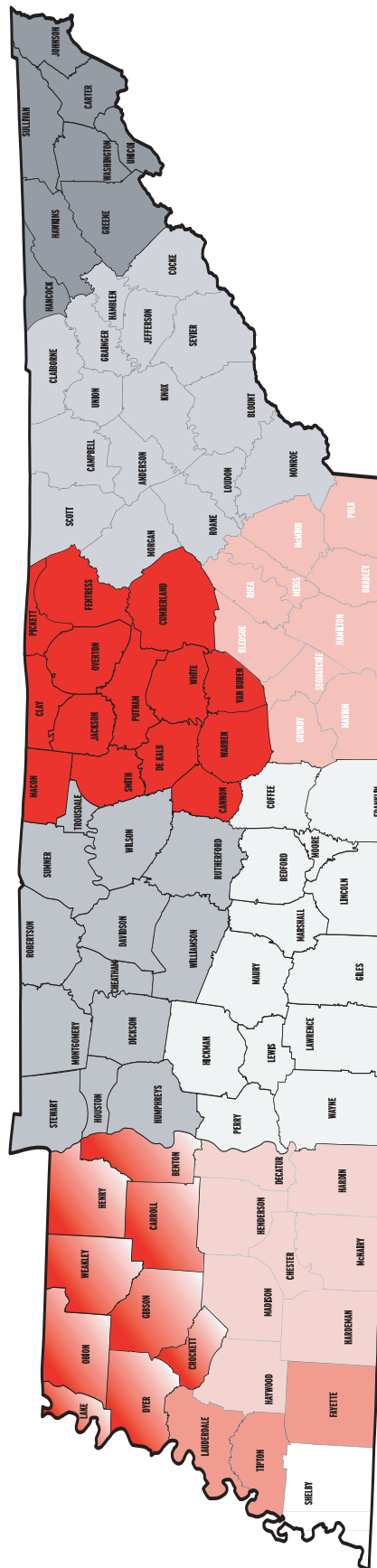
Southwest Tennessee Development District  
Mr. Evelyn C. Robertson, Jr., Executive Director  
27 Conrad Dr. STE 150  
Jackson, TN 38305-2850  
Office - 731.668.7112 Fax - 731.668.6421  
ecjr@swtd.org  
www.swtd.org



South Central Tennessee Development District  
Mr. Joe Max Williams, Executive Director  
815 S. Main St.  
P.O. Box 1346  
Columbia, TN 37402-1346  
Office - 931.381.2040 Fax - 931.381.2053  
pesspenschied@scddd.org  
www.scddd.org



Southeast Tennessee Development District  
Ms. Beth Jones, Executive Director  
535 Chestnut St.  
P.O. Box 4757  
Chattanooga, TN 37405  
Office - 423.266.5781 Fax - 423.267.7705  
lguthrie@sedev.org



**SAMPLE LETTER**  
**INTENT TO PARTICIPATE**

September 17, 2004

Matthew Kisber  
Commissioner  
TN Department of Economic & Community Development  
11th Floor, Wm. R. Snodgrass TN Tower  
312 Eighth Avenue North  
Nashville, TN 37243

Dear Commissioner Kisber:

On behalf of the \_\_\_\_\_ (Local Legislative Body), please accept this letter as our request to participate in the Tennessee Three-Star Program. Our community is looking forward to beginning work on this economic development project.

Sincerely,



**6-58-114. Joint economic and community development board.**

(a) It is the intent of the general assembly that local governments engage in long-term planning, and that such planning be accomplished through regular communication and cooperation among local governments, the agencies attached to them, and the agencies that serve them. It is also the intent of the general assembly that the growth plans required result from communication and cooperation among local governments.

(b) There shall be established in each county a joint economic and community development board which shall be established by interlocal agreement pursuant to § 5-1-113. The purpose of the board is to foster communication relative to economic and community development between and among governmental entities, industry, and private citizens.

(c) Each joint economic and community development board shall be composed of representatives of county and city governments, private citizens, and present industries and businesses. The final makeup of the board shall be determined by interlocal agreement but shall, at a minimum, include the county executive and the mayor or city manager, if appropriate, of each city lying within the county and one (1) person who owns land qualifying for classification and valuation under title 67, chapter 5, part 10; provided, that in cases where there are multiple cities, smaller cities may have representation on a rotating basis as determined by the interlocal agreement.

(d) There shall be an executive committee of the board which shall be composed of members of the joint economic and community development board selected by the entire board. The makeup of the executive committee shall be determined by the entire joint economic and community development board but shall, at a minimum, include the county executive and the mayors or city managers of the larger municipalities in the county.

(e) The terms of office shall be determined by the interlocal agreement but shall be staggered except for those positions held by elected officials whose terms shall coincide with the terms of office for their elected positions. All terms of office shall be for a maximum of four (4) years.

(f) The board shall meet, at a minimum, four (4) times annually and the executive committee of the board shall meet at least eight (8) times annually. Minutes of all meetings of the board and the executive committee shall be documented by minutes kept and certification of attendance. Meetings of the joint economic and community development board and its executive committee are subject to the open meetings law.

(g) (1) The activities of the board shall be jointly funded by the participating governments. The formula for determining the amount of funds due from each participating government shall be determined by adding the population of the entire county as established by the last federal decennial census to the populations of each city as determined by the last federal decennial census, or special census as provided for in § 6-51-114, and then determining the percentage that the population of each governmental entity bears to the total amount.

(2) If a special census has been certified pursuant to § 6-51-114, during the five-year period after certification of the last federal decennial census, the formula shall be adjusted by the board to reflect the result of the special census; provided, that the board shall only make such an

adjustment during the fifth year following the certification of a federal decennial census.

(3) The board may accept and expend donations, grants and payments from persons and entities other than the participating governments.

(4) If, on May 19, 1998, a county and city government have a joint economic and community development council which has an established funding mechanism to carry out a unified economic and community development program for the entire county, such funding mechanism shall be utilized in lieu of the formula established in this subsection.

(h) An annual budget to fund the activities of the board shall be recommended by the executive committee to the board which shall adopt a budget before April 1 of each year. The funding formula established by this act shall then be applied to the total amount budgeted by the board as the participating governments' contributions for the ensuing fiscal year. The budget and a statement of the amount due from each participating government shall be immediately filed with the appropriate officer of each participating government. In the event a participating government does not fully fund its contribution, the board may establish and impose such sanctions or conditions as it deems proper.

(i) When applying for any state grant a city or a county shall certify its compliance with the requirements of this section.

(j) If there exists within a county a similar organization on May 19, 1998, that organization may satisfy the requirements of this section. The county executive shall file a petition with the committee which shall make a determination whether the existing organization is sufficiently similar to the requirements of this section. When the committee has made its determination, an affected municipality or county may rely upon that status of the existing organization to satisfy the certification requirements of subsection (i).

[Acts 1998, ch. 1101, § 15.]

**Chapter No. 245] PUBLIC ACTS, 2005 1**

**CHAPTER NO. 245**

**SENATE BILL NO. 1584**

**By Norris**

**Substituted for: House Bill No. 239**

**By Hood**

AN ACT to amend Tennessee Code Annotated, Title 6, Chapter 58, relative to the operation of joint economic and community development boards.

BE IT ENACTED BY THE GENERAL ASSEMBLY OF THE STATE OF TENNESSEE:

SECTION 1. Tennessee Code Annotated, Section 6-58-101, is amended by adding the following language as an appropriately designated subsection:

( ) "Calendar quarter" means any one of the following time periods during a given year: January 1 through March 31, April 1 through June 30, July 1 through September 30, or October 1 through December 31.

SECTION 2. Tennessee Code Annotated, Section 6-58-114(f), is amended by deleting the subsection in its entirety and by substituting instead the following:

(f) The board shall meet, at a minimum, four (4) times annually and the executive committee of the board shall meet at least four (4) times annually. An executive committee meeting shall be held once each calendar quarter. Minutes of all meetings of the board and the executive committee shall be documented by minutes kept and certification of attendance. Meetings of the joint economic and community development board and its executive committee are subject to the open meetings law.

SECTION 3. Tennessee Code Annotated, Section 6-58-114, is amended by adding the following as a new, appropriately designated subsection:

( ) The county mayor and the mayor or city manager, if appropriate, of each city lying within the county are authorized to designate an alternate representative who shall have full authority to vote and participate in all activities of the joint economic and community development board and its executive committee. An alternate appointed to serve on the joint economic and community development board and/or its executive committee shall have experience or education in the fields of public administration, economic and community development or planning, and be able to speak for the entity represented.

SECTION 4. This act shall take effect upon becoming law, the public welfare requiring it.

**Chapter No. 245] PUBLIC ACTS, 2005 2**

**PASSED: May 12, 2005**

**APPROVED this 27th day of May 2005**

  
JOHN S. WILDER  
SPEAKER OF THE SENATE

  
JIMMY NAIFEH, SPEAKER  
HOUSE OF REPRESENTATIVES

  
PHIL BREDESEN, GOVERNOR

**RESOLUTION TO PARTICPATE  
IN THE THREE-STAR PROGRAM**

**WHEREAS**, the Tennessee Department of Economic and Community Development is committed to assist the communities it serves in creating opportunities for sustained economic growth through the Three-Star Program; and

**WHEREAS**, participation in the Three-Star Program affords certified communities the opportunity to develop and implement programs affecting the economic appeal and viability considered by business and industry in making investment decisions; and

**WHEREAS**, certification as a Three-Star community in the Three-Star Program involves a cooperative effort by numerous local entities;

**WHEREAS**, \_\_\_\_\_ is the designated contact for the Three-Star Program,

**NOW, THEREFORE, BE IT RESOLVED**, by the county legislative body of \_\_\_\_\_ County, Tennessee, meeting in regular session on this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_ in \_\_\_\_\_, Tennessee, that \_\_\_\_\_ County will participate in the Three-Star Program.

Adopted this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

APPROVED:

\_\_\_\_\_  
County Mayor

ATTEST:

**RESOLUTION TO ADOPT THE STRATEGIC  
ECONOMIC DEVELOPMENT PLAN**

**WHEREAS**, the Three-Star Program was developed to meet the needs and challenges of the evolving economic environment in urban and rural communities and to partner with communities to create opportunities for sustained economic growth; and

**WHEREAS**, communities seeking certification as a Three-Star community must meet certain criteria, including the adoption of a five-year strategic economic development plan; and

**WHEREAS**, in achieving the mission of the Three-Star Program, the Department of Economic and Community Development commits to assist communities in developing and implementing a strategic economic plan;

**NOW, THEREFORE, BE IT RESOLVED**, by the county legislative body of \_\_\_\_\_ County, Tennessee, meeting in regular session at \_\_\_\_\_, Tennessee, that:

**SECTION 1.** The legislative body of \_\_\_\_\_ County declares that the county has adopted a five-year strategic economic development plan to be updated annually.

**SECTION 2.** The strategic economic development plan includes the county's economic goals in promoting economic growth, a plan to accomplish those goals and a projected timeline in achieving those goals.

**SECTION 3.** The strategic economic development plan addresses the county's goals pertaining to existing industry, manufacturing recruitment, workforce development, retail/service, tourism, agriculture, infrastructure assessment and educational assessment.

Adopted this \_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

APPROVED:

\_\_\_\_\_  
County Mayor

ATTEST:

**RESOLUTION TO AFFIRM COMPLIANCE WITH  
FEDERAL TITLE VI REGULATIONS**

**WHEREAS**, both Title VI of the Civil Rights Act of 1964 and the Civil Rights Restoration Act of 1987 provide that no person in the United States shall, on the ground of race, color or national origin be excluded from participation in, be denied the benefits of or be subjected to discrimination under any program or activity receiving federal financial assistance; and

**WHEREAS**, the Tennessee Attorney General opined in Opinion No. 92.47 that state and local governments are required to comply with Title VI of the Civil Rights Act in administering federally funded programs; and

**WHEREAS**, the Community Development Division of the Tennessee Department of Economic and Community Development administers the Three-Star Program and awards financial incentives for communities designated as Three-Star communities; and

**WHEREAS**, by virtue of the Tennessee Department of Economic and Community Development receiving federal financial assistance all communities designated as Three-Star communities must confirm that the community is in compliance with the regulations of Title VI of the Civil Rights Act of 1964 and the Civil Rights Restoration Act of 1987;

**NOW, THEREFORE, BE IT RESOLVED**, by the county legislative body of \_\_\_\_\_ County, Tennessee, meeting in regular session at \_\_\_\_\_, Tennessee, that:

**SECTION 1.** The legislative body of \_\_\_\_\_ County declares that the county is in compliance with the federal Title VI regulations.

**SECTION 2.** The Department of Economic and Community Development may from time to time monitor the county's compliance with federal Title VI regulations.

**SECTION 3.** This Resolution shall take effect upon adoption, the public welfare requiring it.

Adopted this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

APPROVED:

\_\_\_\_\_  
County Mayor

ATTEST:

### Three-Star 2007 Report Card

COMPONENT	STATUS	VALUE	POINTS	CONTACT	COMMENTS
<b>QUALIFICATIONS (required):</b>					
1. Joint Economic & Community Development Board	X				
2. Five-Year Asset-Based Strategic Economic Development Plan	X				
3. Resolution - Strategic Economic Development Plan	X				
4. Resolution - Three-Star Program Participation	X				
5. Resolution - Title VI Compliance	X				
6. Active Economic Development Organization(s)	X				
<b>REQUIRED COMPONENTS:</b>					
1. Adult Leadership Program	X	50	50		
2. Health Care**	X	50	50		
3. Basic Website	X	50	50		
4. Existing Industry Program	X	50	50		
5. Education**	X	50	50		
<b>TOTAL REQUIRED</b>		<b>250</b>			
<b>OPTIONAL COMPONENTS:</b>					
<b>COMMUNITY DEVELOPMENT</b>					
<b>A. Community Involvement</b>					
Leadership Program					
1. Youth		10			
2. Alumni		10			
3. Tennessee Association of Community Leadership (TACL)		10			
Community Leadership Education					
1. Tennessee Leadership Center (TLC)		10			
2. MTAS Seminars and Training		10			
Community Volunteerism					
1. 500 hours of Community Service		10			
2. 1000 hours of Community Service (pts awarded for 500 or 1000 not both)		10			
3. Active United Way campaign or other broad-based charitable organization (ECD approved)		10			
<b>Sub-Total Community Involvement</b>		<b>80</b>			
<b>B. Community Livability</b>					
City Planning					
1. Municipal Planning Commission		10			
2. Subdivision Regulations		10			
3. Zoning		10			
4. National Flood Insurance Program		10			
5. Building Codes		10			
6. Historic Zoning		10			
7. Other Objectives		10			
County Planning					
1. Countywide Planning Commission		10			
2. Subdivision Regulations		10			
3. National Flood Insurance Program		10			

COMPONENT	STATUS	VALUE	POINTS	CONTACT	COMMENTS
4. Building Codes		10			
5. Historic Zoning		10			
6. Other Objectives		10			2
Downtown Development/Tennessee Main Street					
1. Downtown Public/Private Partnership		10			
2. Vision and Mission Statement/Work Plan		10			
3. Active Board of Directors		10			
4. Key Statistical Data		10			
5. National Trust's National Main Street Ctr. Network Membership Housing		10			
1. Housing Committee**		10			
2. Policies, Procedures, & Action Programs		10			
3. Homeownership Fair		10			
4. Fair Housing Event		10			
5. Rental Housing Survey		10			
6. Governor's Housing Energy		10			
1. Local Government Energy Loan Program		10			
2. Small Business Energy Loan Program		10			
3. TEEN Energy Education		10			
4. Energy Star Program		10			
5. Biodiesel Program		10			
Public Library					
1. Policies and Procedures		10			
2. Staffing and Budget		10			
3. Services to Community		10			
<b>Sub-Total Community Livability</b>		<b>320</b>			
<b>C. Community Pride</b>					
Website					
1. Marketing/Development		10			
2. Advanced Website Technology Beautification		10			
1. Beautification Committee**		10			
2. Five Year Plan		10			
3. Beautification Projects		10			
4. Litter/Recycling		10			
Arts and Culture in Your Community					
1. Arts and Culture Component in Five Year Strategic Plan		10			
2. Tennessee Arts Commission Funding Programs		10			
3. Local Government Financial Support		10			
4. Arts Education Programs		10			
5. News Media Support		10			
6. Existing Arts Council		10			

\*\* Progress reports of committee meetings should be presented to local legislative body two (2) times per year. Report should be included in the legislative body minutes.



COMPONENT	STATUS	VALUE	POINTS	CONTACT	COMMENTS
<u>Heritage and Historic Preservation</u>					
1. History/Heritage Museum		10			
2. National Register of Historic Places		10			
3. Natural Heritage Area/or National Park Service Property		10			
4. Heritage Walking/Driving Tour		10			
<u>Community Celebration</u>					
1. Community Festival		10			
2. County Agricultural Fair		10			
<b>Sub-Total Community Pride</b>		<b>180</b>			
<b>TOTAL COMMUNITY DEVELOPMENT</b>		<b>580</b>			
<b>ECONOMIC DEVELOPMENT</b>					
<b>A. Business Development</b>					
<u>Existing Industry Program</u>					
1. Local Industry Directory		10			
2. Local Industry Showcase		10			
3. Industry Survey		10			
<u>Business Development-Marketing</u>					
1. Prospect Team		10			
2. Certified Development Professionals		10			
3. Potential Sites Database		10			
4. Community Characteristics Database		10			
5. Established Industrial Sites Database		10			
<u>Retail/Service</u>					
1. Commercial/Retail Development Committee**		10			
2. Business Inventory		10			
3. Community Information		10			
4. Customer Surveys		10			
5. Promotion of Retail Businesses		10			
6. Recruiting Plan		10			
7. Merchants Association		10			
8. Customer Service Training		10			
<u>Agriculture</u>					
1. Recognition Day		10			
2. Student Organization		10			
3. Century Farm Recognition		10			
4. Farmers Market		10			
5. Chamber Agriculture/AgriBusiness Committee		10			
<u>Technology Development</u>					
1. Technology Committee**		10			
2. Community Assessment		10			
3. Action Plan		10			
4. Education		10			
<u>Membership and Participation in Economic Development Association</u>					
1. Economic Development Association		10			
<b>Sub-Total Business Development</b>		<b>260</b>	<b>0</b>		

\*\* Progress reports of committee meetings should be presented to local legislative body two (2) times per year. Report should be included in the legislative body minutes.

COMPONENT	STATUS	VALUE	POINTS	CONTACT	COMMENTS
<b>B. Job Skills Development</b>					
Education					
1. Accreditation		10			
2. Highly Qualified Staff		10			4
3. Graduation Rate		10			
4. Other Objectives		10			
5. Action Plan		10			
6. Voluntary Pre-K Program		10			
P-16 Council - Regional Participation					
1. Membership		10			
2. Regular Attendance		10			
3. Implementation		10			
4. Local Leadership Identified		10			
5. Organizational Meeting to form local P-16 Council		10			
<b>Adult Literacy Program</b>					
1. Appropriate Location		10			
2. Outreach Program		10			
School to Work					
1. Workforce Development Committee**		10			
2. Current Providers		10			
3. Action Plan		10			
4. Career Centers		10			
5. Link to Career Center WebPages		10			
6. Career Center Representative		10			
7. Increased Involvement with WEOCs		10			
8. Increase in Number of GEDs		10			
9. Increase in Drug Free Workplace Program		10			
<b>Sub-Total Job Skills Development</b>		<b>220</b>	<b>0</b>		
<b>C. Visitor Development</b>					
Tourism					
1. Tourism Committee**		10			
2. Certified Tourism Professionals		10			
3. Inventory		10			
4. Marketing Plan		10			
5. Promotional Material		10			
6. Tourism News Bureau		10			
7. Quarterly Updates to Dept. of Tourism Website		10			
Agritourism					
1. Inventory		10			
2. Marketing Plan		10			
3. Signage		10			
4. Attendance at Statewide Conference		10			

\*\* Progress reports of committee meetings should be presented to local legislative body two (2) times per year. Report should be included in the legislative body minutes.

COMPONENT	STATUS	VALUE	POINTS	CONTACT	COMMENTS
Retiree Recruitment					
1. Retiree Relocation Committee**		10			
2. Community Assessment		10			
3. Marketing		10			5
4. Ambassadors		10			
5. Web Presence		10			
Sub-Total Visitor Development		160	0		
TOTAL - ECONOMIC DEVELOPMENT		640	0		
REACHING HIGHER:					
Governor's Conference on Economic and Community Development					
1. Booth Participation		50			
Community Connections					
1. Minimum One-Day Visit and Evaluation		50			
DEDUCTION OF POINTS FOR NON-COMPLIANCE = -50					
Corporate Headquarters On-Site Visit					
1. Visit Headquarters of a Local Industry		50			
Three-Star Committee Action					
1. Housing Committee (components a thru f of #2)		50			
2. Beautification Committee (components 2 thru 4)		50			
3. Retail/Service Committee (components 2, 4, and 8)		50			
4. Technology Committee (components 2 thru 4)		50			
5. Workforce Development Committee (components 2 and 3)		50			
6. Tourism Committee (components 2 thru 5)		50			
7. Retiree Recruitment Committee (component 2)		50			
Sub-Total Reaching Higher		500	0		
VISIONARY DEVELOPMENT:					
A. Entrepreneurship		100			
B. Elected Officials Academy		100			
C. Tourism - Dedicated Funding Source		100			
D. County Zoning		100			
E. Metro Government		100			
F. Certified TN State Main Street/National Main Street Program		100			
G. Recreational Assessment Program		100			
H. Keep America Beautiful Affiliation		100			
I. Education Foundation		100			
J. Accredited Youth Leadership Program		100			
K. Regional Partnerships		100			
L. Imagination Library-Governor's Books From Birth		100			
M. Tennessee Scholars Program		100			
N. Tennessee Certified Local Government Program		100			
O. Develop a New Arts Council		100			
P. Adult High School		100			
Q. Establish a Local P-16 Council		100			
R. Other: ECD Approved (only one submittal)		100			
Sub-Total Visionary		1800	0		
TOTAL POINTS:		3770			

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## Notes

## Notes

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## Notes

THREE-STAR PROGRAM



DEDICATED TO THE GROWTH AND SUCCESS  
OF TENNESSEE'S ECONOMY

[WWW.TNECD.GOV/3STAR.HTM](http://WWW.TNECD.GOV/3STAR.HTM)



Tennessee Department of Economic Development.  
Authorization # 330965, 1500 copies, August 2006. This  
public document was promulgated at a cost of \$0.00 per copy.